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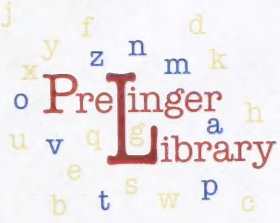
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Advertising & Selling

PUBLISHED FORTNIGHTLY



Courtesy Guaranty Trust Company

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In this issue:

"Common-Sense Buying" By WILLIAM R. BASSET; "Higher Advertising Rates —Smaller Space Units?" By W. R. HOTCHKIN; "New Letters of Frank Tru-Fax" By A. JOSEPH NEWMAN; "Is Installment Selling a Blessing or a Menace?" By WARREN PULVER; "The Agency's Position" By CLARENCE D. NEWELL



A Chicago Manufacturer Knows Chicago Papers

FITZPATRICK Brothers, manufacturers of Kitchen Klenzer and advertisers of long, successful experience in Chicago, are among the advertisers who place from 50% to 100% of their total Chicago newspaper advertising in The Daily News.

For the first nine months of 1926, their advertising in The Daily News —placed by The Green, Fulton, Cunningham Company—was more than 54% of their total advertising in all Chicago newspapers combined.

The Daily News was selected by this company to bring before Chicago housewives a product for the home, because it is the newspaper which has been proved to reach most profitably the homes of Chicago.

THE CHICAGO DAILY NEWS

First in Chicago

Member of The 100,000 Group of American Cities

Advertising Representatives:	NEW YORK	CHICAGO	DETROIT	SAN FRANCISCO
	J. B. Woodward 110 E. 42d St.	Woodward & Kelly 360 N. Michigan Ave.	Woodward & Kelly Fine Arts Building	C. Geo Krogness 253 First National Bank Bldg.

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Bound Periodical

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In Two Sections

Section Two

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For Volume Eight

Nov. 3, 1926, to April 20, 1927, Inclusive

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Died of a Broken Oil Film

If your motor dies, on a lonely road, because you run out of gas, that's one story. And you may even be able to laugh at it—a week later.

BUT—



¶ *Most motors that have wheezed their last tired mile to an early grave died of a broken-oil-film.*

.... if your motor dies because your oil has failed, that's another tale and a sadder one. For, there's nothing funny about a dismal trip to a repair-shop. And still less to laugh about the first of the month when you get the bill.

Yet the failure of motor-oils is so common that it is responsible for three-fourths of all engine repairs. And most motors that have wheezed their last tired mile to an early grave died of a broken-oil-film.

The motor oil's responsibility

A motor oil, in action, forms a thin film over the vital parts of a motor. This film penetrates between all the whirling, sliding surfaces and prevents destructive chafing of metal against metal.

But the oil-film itself is subjected to terrific punishment. It is lashed by withering heat. It is ground by relentless friction. Under that punishment the film of ordinary oil often breaks and burns.

Through the broken, shattered film hot metal chafes against hot metal. Insidious friction sets up its work of destruction.

Often before you know the oil has failed, you have a burned-out bearing, a scored cylinder or a seized piston. That means big repair bills.

Because motor lubrication is a matter of oil films, Tide Water technologists spent years in studying and testing not only oils but *oil films*. Finally they perfected, in Veedol an oil which gives the "film of protection," *thin as tissue, smooth as silk, tough as steel.* A fighting film which resists to the uttermost deadly heat and friction.



The FILM *of* PROTECTION

Hundreds of thousands of car-owners have found, in Veedol, their motor's most steadfast defender. Let the Veedol "film of protection" safeguard your motor and keep it sweet-running and free from repairs.

Wherever a dealer displays the orange and black Veedol sign, you will find the Veedol Motor Protection Guide, a chart which tells which Veedol oil your particular motor requires.

Complete Veedol Lubrication

Have your crankcase drained and refilled with the correct Veedol oil today. Or, better still, let the dealer give you complete Veedol lubrication—the "film of protection" for every part of your car.

Tide Water Oil Sales Corporation, Eleven Broadway, New York. Branches or warehouses in all principal cities.

An advertisement prepared for the Tide Water Oil Sales Corporation

Facts need never be dull

The man in the street isn't interested in the life of Shelley. But call it "Ariel", write it as a love story and you have—a best seller.

The man in the street doesn't give a thought to bacteriologists. But call them "Microbe Hunters," make them adventurers, and you have—a best seller.

The man in the street doesn't care about biology. But call it "Why We Behave Like Human Beings," write it in the liveliest newspaper fashion, and you have—a best seller.

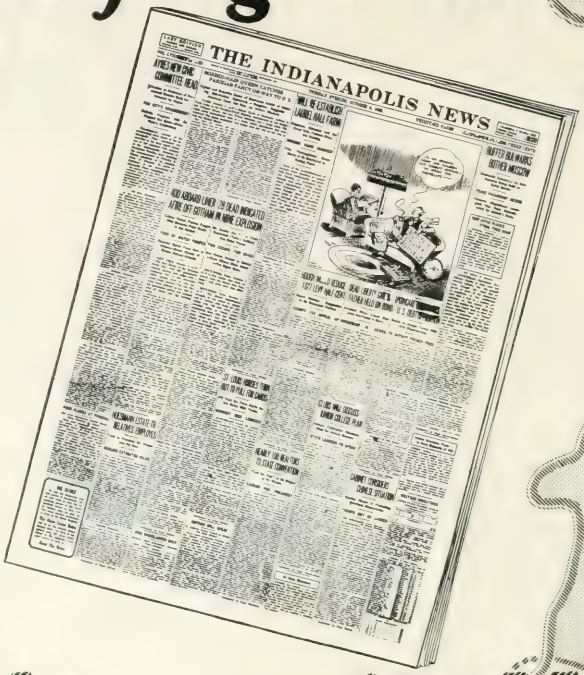
The man in the car doesn't think about motor oil. But call it the "Film of Protection," write it as a mystery story, and you have—a best seller.

We shall be glad to send interested executives several notable examples of advertising that has lifted difficult subjects out of the welter of mediocrity.

Joseph Richards Company, 253 Park Avenue, New York City.

RICHARDS . . . . Facts First—then Advertising

The Indianapolis Radius ~Buying Power!



The Indianapolis News ~Selling Power!

New York
DAN A. CARROLL
110 E. 42nd St.

FRANK T. CARROLL,
Advertising Director

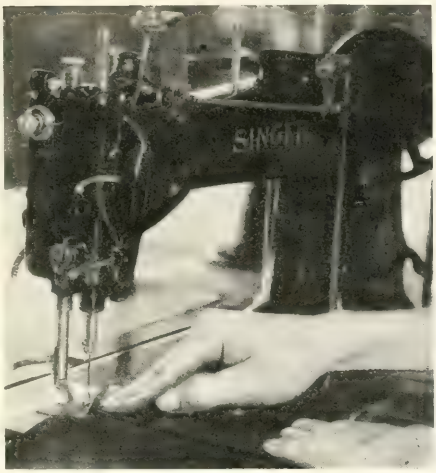
Chicago
J. E. LUTZ
The Tower Bldg.

Everybody's Business

By Floyd W. Parsons

ONE problem that needs a lot of advertising is that having to do with accidents. Very few people have reached a full appreciation of the importance of safety for the individual. Headlines in the daily press mislead us. A train wreck or a mine explosion gets first-page notice. But when a man slips on a dark stairway, the accident is not spectacular and no attention is given to it. It is only when we are told that the number of casualties resulting from unsafe walkways is greater than from fires, surface cars and machines of all kinds combined, that we commence to sit up and take notice.

More people have been killed in the United States by accidental falls during the last ten years than our total killed in all wars since the founding of the United States. About 14,000 people lose their lives here in America each year merely by slipping and falling on the unsafe surfaces of stairs and aisles in our offices, factories and homes. Slipping accidents do not occur where there are no slipping hazards. Too many follow the practice of tacking up signs rather than of removing the hazard. All about us are projecting switch-throws, coalhole covers, and hinges that make tripping easy.



Courtesy National Safety Council, Chicago

A seventy-five cent machine which keeps needles out of fingers

In hundreds of industries, too little attention is given to the protection of the eyes of workers. Great damage is done by dust and floating particles. In some places eyes are ruined by exposure to glare. The modern executive knows the value of eye-protection devices, and he goes in for not merely adequate but hygienic illumination. The time must come when every one will work in a room that is as "bright as day." Lighting for production and lighting for safety are closely related subjects.

To permit glare is as bad as to provide poor illumination. It is impossible for one to see surrounding objects clearly when one turns away from glare. Arc lamps are still used in many places notwithstanding the fact that they give a light that flickers. Such illumination causes the pupil of the eye to be constantly opening and closing, and this brings on fatigue, reducing not only the "ability to work," but also the "willingness to work."

Here is a statement that would save thousands of dollars if observed: "*The loss of illumination due to the coating of reflectors with dirt may result in a loss of light equal to sixty per cent or more before attention is given to the fact that they need cleaning.*" It is often possible to reduce the consumption of electric current in an office or a plant twenty-five or fifty per cent through the systematic washing of all reflectors and lighting equipment.

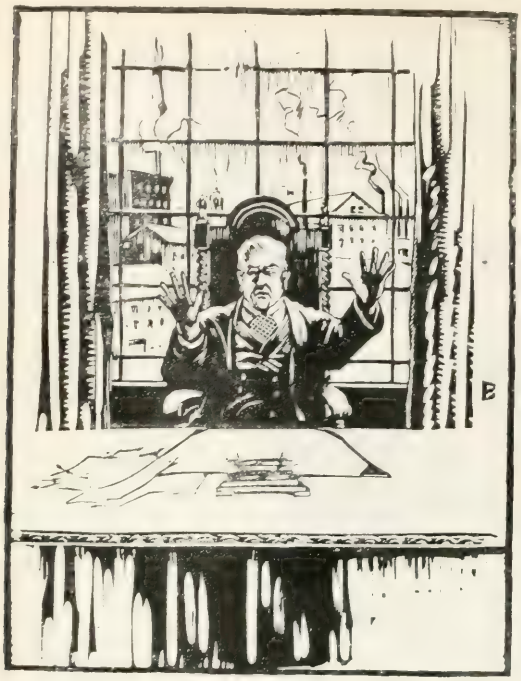
Another matter of much importance in this field of health and accidents is proper preventive measures to take care of local infection. The body makes a great effort to defend itself from the action of bacteria in case of an injury in which the skin is broken. Blood is poured out to wash away the invaders, and an army of white blood cells is rushed to the point of injury to launch an attack on the destructive bacteria. This is all fine, but when the enemy is vigorous and virulent, the individual must lend aid to the efforts of nature.

Every person should be educated to know that there is no better way to remove bacteria from the hands than by frequent washing of the hands with soap and a medium stiff brush.

Accidents to women come chiefly from high heels, sewing machines and needles. The common needle is the most dangerous tool women pick up. Most injuries to women would not be serious were it not for the carelessness which permits slight cuts and lacerations to become infected. In cases of cuts or other injuries that break the skin, the element of time is of utmost importance. If a doctor is not available, wash the wound and the surrounding skin with benzine or gasoline before applying tincture of iodine. If Dakin's Solution is used as an antiseptic instead of iodine, cleanse thoroughly with alcohol instead of benzine. Never precede the application of an antiseptic by soap and water.

Probably the most successful effort ever made by an industrial corporation in the field of accident prevention was based on the following policy: Keep the place clean. Make the worker comfortable. Make the machines fool-proof. Reach the employee in an educational way, by bulletins, leaflets, noon meetings, moving pictures and verbal instructions. Display posters showing hazards, and inaugurate compulsory training of workers in first-aid work. This policy reduced fatal accidents fifty-five per cent, and compensation costs thirty.

Nine people meet death through accident here in America every hour of the day and night. A half million people are seriously injured in the performance of their daily tasks each year. Three-fourths of all the deaths and injuries can be prevented. Every morning when the whistle blows at our industrial plants, more than 2,500,000 workers are missing. This means a loss to business and industry of nearly two billion dollars annually—a huge expense that is tacked onto our cost of living. Certainly it is something to think about.



"Nothing changes —except my mind!"

LEGEND has it that business in America was once ruled over by Titans. Wilful and masterful, the Titan blinked at facts and winked at fate.

The business world of that day was static. Men and things stayed put—especially when the Titan put them. He alone was dynamic, moving, changing. (Or so the legend said.)

Far different the business world of today—and far different the figures of business.

The conduct of business is governed by numberless forces, churning, shifting.

And the business man today carries a new responsibility—to comprehend the nature of these electric changes that influence his business.

The facts of them bear in upon him from numberless sources. To reduce the facts to their true perspective, to serve him in this New Control of his business. working chart of the new changes for 225,000 alert business executives is—

NATION'S BUSINESS

MERLE THORPE, *Editor*

Published Monthly at Washington by the Chamber of Commerce of the U. S.

$19,000,000

Being Spent To Expand Industries In the Birmingham District

FACTORIES AND PLANTS OF ALL KINDS BEING BUILT AS BUSINESS BOOMS

Industrial development under way in the immediate Birmingham district is estimated at $19,035,000.

Within 30 days plants and works costing $5,650,000 will be completed or nearing completion. By the middle of next Summer all of this development is expected to have been completed.

Prior to the middle of next Summer further development plans will have been announced on which, survey already shows, not less than $6,500,000 will be expended.

Building Permits

Show Birmingham is steadily growing and soundly, too. At the present rate 1926 should pass 1925, the banner year.

1926 total—nine months
$17,717,178

Post Office Receipts

Show a gain in the month of September for 1926 over 1925 of
$11,300.54
or 9 per cent. Each month of 1926 has shown a gain over 1925.

Bank Clearings

Show an increase of
$15,372,422
in September over August. Clearings for 1926, January to October 1
$993,610,170.79

Birmingham's Weekly Payroll Over $4,300,000

The News Grows With Birmingham

The Birmingham News has shared in this prosperity and steady growth of Birmingham and each month has carried more advertising than the other TWO papers combined.

The newspaper situation is constantly changing in favor of the increased dominance of The News. The margin is wider to-day than ever before on the volume of business carried and the number of readers.

To Advertisers—The News Offers

Complete Effective Coverage
Permanent Prestige
True Reader Acceptance
Results—with Profits

Daily 78,000 — Circulation Now Greater than — Sunday 93,000

The Birmingham News

The South's Greatest Newspaper

NATIONAL REPRESENTATIVES
KELLY-SMITH CO.

New York Chicago Boston Philadelphia
J. C. HARRIS, JR., Atlanta



Joseph P. Day, the big real estate auctioneer, said, "The younger element is the buying element of today."

That this statement is true is proved by the results of advertisers in SMART SET, many of whom say that SMART SET leads their list at the lowest cost per inquiry.

SMART SET will undoubtedly do as well for you.

Make Your Own Estimate

After taking into consideration that readers pay more than $1,500,000 a year for SMART SET, you can make your own estimate as to how much they spend for food, clothing, drugs, house furnishings—for those products which contribute to their beauty and comfort, health and happiness. Quite naturally, it is far in excess of the amount they spend for such a luxury as a magazine.

As you know, SMART SET rates, based on an A.B.C. guarantee of 500,000 copies, have been increased with the February issue. And as SMART SET has always given advertisers a large circulation bonus, net sales are already in excess of a half-million.

You will find that SMART SET is read by those aggressive, younger people whose wants are legion, who work and earn and spend. More and more keen advertisers discover each month the remarkable buying proclivities of the SMART SET market. They tell us that SMART SET leads their lists at the lowest cost per inquiry.

If you are selling food, clothing, drugs, house furnishings, or any other product which contributes to beauty, comfort, health or happiness, you will find the SMART SET market just as productive as other advertisers have already found it.

And the reason for this lies in the fact that SMART SET reaches the younger element, the buying element of today and of many tomorrows.

SMART SET

R. E. BERLIN, *Business Manager*
119 West 40th St., New York
Chicago Office, 360 N. Michigan Ave.

(1) To An Advertising Man Who (2) Has Some Business

We offer (3) Content, (4) Cooperation, (5) Safety, and (6) a Future

(1) "*To An Advertising Man*"— You must be that, because no matter how much business you control, you cannot live and work with us unless you bring another real mind into our company—unless your presence with us will add materially to what we can do for people who believe in us and trust us with the expenditure of their money.

(2) "—*Who Has Some Business*" We will not gamble. We do not need to. We have already made a success of our business, as I shall show you below. This is no wail of a shaky company trying to bolster its waning fortunes with someone else's business. This is the straight-from-the-shoulder proposition of a successful advertising agency, part of whose success is due to bringing in one able man in five years on just this arrangement—and which wishes to succeed still further by bringing in another. So you must have enough business to pay your salary—but it needn't be much, for two reasons. First because we will give you much more than an even break if you're the man we want—and second because we can handle any business on top of what we now have at a remarkably low cost to us. The first two hundred thousand costs an agency all of the 15% it makes and sometimes (alas) more—but your fifty or a hundred thousand on top of our business will cost us only about 5%. Believe us, you can't handle it yourself for that—or anywhere near it.

(3) "—*We Offer Content*" Yes, and we know what content means. We worked once for eight years with a man who wanted all the cake—and when we went into business for ourselves we fixed it so that anyone who came with us would (a) make more than if he was in business for himself, (b) would be protected in decent and honorable fashion, and (c) would share with us in the profits of the whole business—which is the only inducement for being an owner. The only other perquisite of ownership is worry—which you *won't* have.

(4) "—*Cooperation*" How we all need it! The privilege of being sick a week if you have to, knowing your business is being taken care of as well as you take care of it yourself. The privilege of calling in five other men when you are up against it and saying "Boys, I'm sunk. I need a new slant. For the love of Pete, produce!" The privilege of leaning on other people—getting the stimulation of their minds. The privilege of delegating financial management to the man who knows that best, selection of media to the man who studies that field all day, mechanical problems to a man who was born in an engraver's shop and fed printer's ink with his milk. Cooperation—team work—instead of the lone wolf stuff, and the lying awake nights worrying—"Am I making the most out of their campaign?"

(5) "—*Safety*" Your contacts, your ideas, the confidence people have in you, and that have brought you what business you have, what confidence you enjoy—these are your stock in trade, your property, your source of income. That property right must be respected. No one in this organization will ever do anything but try to get you in still more solidly with the people who believe in you—by helping you serve them. Why not? He profits by your success—and you by his!

(6) "—*and a Future*" Five years ago we started—1922—with two hundred thousand. 1923 ran three hundred. 1924 four hundred and fifty. 1925 hit six fifty—1926 runs close to a million. We lost money our first year—got it back and then some in our second—and in the last three years we have saved and put in the bank nearly fifty thousand dollars on top of our original investment. How's that for an advertising agency, commonly considered "Er—clever chaps, and all that, but not business men." That's the way we do business. That's the way we are protecting the future of all who work with us. We work hard, think hard, play hard, and do a good job of advertising, thinking mostly of the client's sales, and not much about our own profits. They come, if you behave yourself. We don't lose business. We carry every conceivable kind of business protection. Our credit is gilt edged. We have no frills, no fakes, no front. We are plain straightforward business men engaged in a work we love and are proud of. We are five executives and the usual agency force of executive and clerical workers—and everybody from the office boy up shares in the profits. No one here has to worry about his future. He only has to worry about the success of the whole business—because whatever future the business has, that is his future.

All our men know about this, so answer it without hesitation if you are interested. We will take one more man just now who proves to be our kind. But we're almighty particular.

To An Advertising Man Who Has Some Business, We Offer Content, Cooperation, Safety and a Future.

Well, then, write for an appointment.

President, New York Agency, Box 427, Advertising & Selling
9 East 38th Street, New York, N. Y.

"One is known by the company he keeps"
Wherever Society, Sport and Fashion Meet



Pacific & Atlantic

The SPUR

Has a host of friends, for it is widely recognized as a mirror of the event and of those taking part.

Advertisers know The SPUR represents Quality.

A single recent issue (October 15) carried full page advertising for

*Buick
Cadillac
Caron Corp.
Cartier
*Chase Velmo
Coty
*Firestone
*Frigidaire
Hampton Shops
Rolls Royce
The Hayden Co.
Tiffany & Co.
J. C. Valiant Co.
Worth

Vincent Astor—Realty
Wm. Baumgarten & Co.
Chrysler Sales Corp.
Douglas L. Elliman & Co.
Edward I. Farmer, Inc.
Daniel H. Farr & Co.
*Lambert Pharmacal Co.
*A. E. Nettleton Co.
Riviera Park Assoc., Inc.
Charles P. Rogers & Co.
Shepheard's Hotels
Southern Pines, N. C.
Stedman Products Co.
Stutz Motor Car Co.

B. Altman & Co.
Barclay Park Corp.
*Camel Cigarettes
Charles of London
*Chevrolet Motor Co.
Costikyan & Co.
M. Harris & Sons
Hartman Trunk Co.
P. Jackson Higgs
Schmitt Brothers
W. & J. Sloane
*Herbert Tareyton
*U. S. Rubber Co.
Welte-Mignon

All Year Club of Southern California
Campagnia Italiana Grandi Alberghi
Sterling Silversmiths of America
The "Old Bleach" Linen Company, Ltd.

**Denotes Color Page*

The SPUR

425 Fifth Avenue, New York City

CHICAGO PARIS LONDON BOSTON

Buffalo the Wonder City of America

Some Facts About Buffalo

Buffalo's population is 538,016. (State census, October, 1925.)

Retail trading radius population exceeds 1,000,000.

Building permits granted in the Greater Buffalo area in 1925 represent a total value of $225,000,000.

There are 122,276 homes in Buffalo. Of these more than 40 per cent. are owned by householders.

Erie County has registered 138,400 pleasure cars, 115,187 commercial cars, 887 buses, 1063 motorcycles, 543 trailers and 1,437 omnibuses.

Buffalo Savings Banks average $810 per depositor. The per capita deposit in all banks is $862.

The total deposits in Buffalo banks are $517,451,035.

The total deposits in savings banks are $138,077,371.

In the four savings banks there are in all 169,115 depositors.

In the metropolitan district of Buffalo there are 3,000 manufacturing establishments with a total weekly payroll of $2,750,000.

Sixty-three per cent. of the lines of manufacture recognized by the U. S. Census of manufactures are represented in Buffalo.

The twenty leading industries of Buffalo in order are—automobiles, bodies and parts; flour and grist mill products; slaughtering and meat packing; foundry and machine shop products; iron and steel; coal tar products; linseed oil; bread and bakery products; soap; railroad repair shops; rubber; printing and publishing; ship building; brass, bronze and copper products; leather, tanned and curried; malt; furniture; oil refining; lumber and planing mill products; airplanes and parts.

Buffalo has the largest grain elevator in the world. Its 28 elevators have a capacity of 39,000,000 bushels. It is the second largest flour milling center of the country, with approximately 10,000,000 barrels output annually.

At Buffalo nearly 70% of all air brake hose used in the United States is manufactured.

The Buffalo district is one of the most extensive producers of pig iron in the world, having over 20 large blast furnaces with a combined annual capacity of between 2,500,000 and 3,000,000 tons.

Buffalo leads the United States in the production of linseed oil.

Buffalo has a chemical plant devoted to the development of the aniline dye industry which is rated as the largest dye plant of its kind in the United States.

At Buffalo is the greatest development of hydro-electric power to be found anywhere in the world. The average cost of power is the lowest in the nation.

The Buffalo district is one of the greatest lumber markets in the world.

The Buffalo district produces 75 per cent. of the world's wall board.

Buffalo holds the wonderful record of a gain of 472 new industries in a five-year period, which is a greater increase than is to be found in any other of the twenty-five first-class cities of the United States excepting New York.

During the year 1925, 757,092,599 kilowatt hours of electricity were consumed in Buffalo.

Summer tourists who visit Buffalo number more than 1,000,000 each year.

Buffalo is the eighth largest manufacturing city and the second largest inland port in the United States and one of the ten leading ports of the world.

Cover the Buffalo Market with the

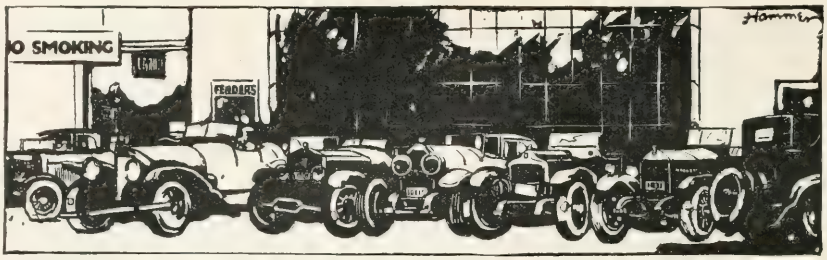
BUFFALO EVENING NEWS

EDWARD H. BUTLER
Editor and Publisher

Marbridge Bldg., New York, N. Y.
Waterman Bldg., Boston, Mass.

KELLY-SMITH CO.
National Representatives

Tribune Tower, Chicago, Ill.
Atlantic Bldg., Philadelphia, Pa.



CARS THAT SELL BEST IN THE HARDEST MARKET

NO USE making any bones about it, New York is the hardest market for the sale of motor cars.

But it's the biggest.

And leadership—in every price class—is of outstanding importance.

It is, of course, the best cars in every price class which seek most zealously to keep supremacy in the New York market.

What wonder, then, their hearty reception of so powerful a new instrument for sales as The New Yorker?

Automobile manufacturers advertising in the New Yorker in its second year of publication already include:

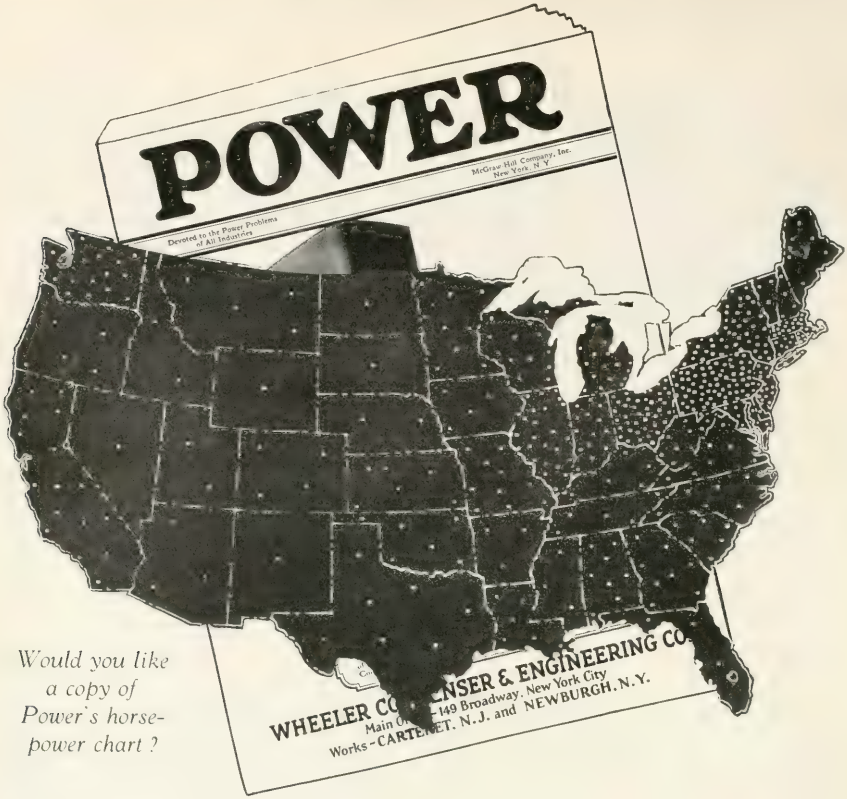
Cadillac	Pierce-Arrow
Chandler	Renault
Franklin	Rolls Royce
Hupmobile	Studebaker
Lincoln	Stutz
Marmon	Wills St. Claire
Packard	Willys-Knight

—on schedules averaging more than 13 pages.

Ask the most enterprising dealers on the Row—they'll all tell you how much store they put upon this added magazine support concentrated in this highly competitive but supremely rich market.

There is, of course, significance in this for thoughtful manufacturers of products of every kind that may aspire to adoption by exacting people.

THE
NEW YORKER
25 West 45th Street, New York



Would you like a copy of Power's horse-power chart?

UNIT coverage or quantity—*which?*

Power aims to put its advertisers in touch with the buyers in the worthwhile power plants of the country no matter where they may be located or what kind of a product power is being used to produce.

To accomplish this *Power's* circulation department seeks to add units rather than individuals. Regardless of cost it must find, sell and satisfy the men responsible for power plant design, power generation and power utilization.

Which is why you will find *Power* wherever there are worthwhile power plants, the circulation being heaviest where there are the most plants.

The above map illustrates at once the power distribution of the country and the circulation distribution of *Power*.

Does not this method of subscription building appeal to you as the method of greatest value in sales development?

POWER

A. B. C. *Tenth Avenue at 36th Street, New York* A. B. P.

A McGraw-Hill Publication

6,636,060

COPIES OF CURTIS PERIODICALS PER ISSUE

A Gain of

932,189

In One Year

Never have progress and preference been summed up so dramatically.

Never have prosperity and opportunity been indicated so clearly.

The first figure, 6,636,060, is the total circulation of *The Saturday Evening Post*, *The Ladies' Home Journal*, and *The Country Gentleman*. The second, 932,189, is last year's gain.

Both figures are significant to business men—

they represent voluntary buying—full paid in advance, no arrears, no installments, no clubbing, no premiums, nor any other form of price cutting—

they are an index of sales possibilities in any given territory for any kind of merchandise.

That is why so many concerns use Curtis circulation figures to build sales quotas for all territories, and the periodicals themselves to build business.

The gain alone tells the story of natural market expansion; the total, the story of economical market coverage.

Curtis circulation keeps up-to-the-minute, natural pace with the prosperity and opportunity of America.

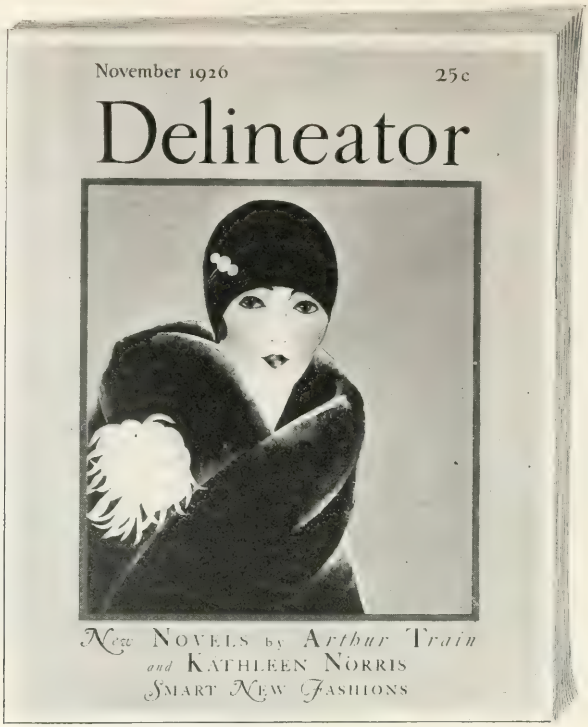
THE SATURDAY EVENING POST	
March 6, 1926	2,841,305
March 7, 1925	2,498,054
GAIN	343,251

THE LADIES' HOME JOURNAL	
March, 1926	2,534,658
March, 1925	2,385,403
GAIN	149,255

THE COUNTRY GENTLEMAN	
March, 1926	1,260,097
March 7, 1925	820,414
GAIN	439,683

TOTAL	
1926 - - -	6,636,060
1925 - - -	5,703,871
GAIN	932,189

THE CURTIS PUBLISHING COMPANY
INDEPENDENCE SQUARE, PHILADELPHIA, PENNSYLVANIA
Publisher of The Saturday Evening Post, The Ladies' Home Journal, The Country Gentleman
Advertising Offices: Philadelphia, New York, Chicago, Boston, San Francisco, Detroit, Cleveland



The Newsstand Sale of Delineator Jumped Everywhere!

In Cleveland, the newsstand sales of the October Delineator jumped 36% over the September issue.

In Greater New York, they jumped 50% over September and in Philadelphia, 55% over September.

Similar results are reported from any number of other cities.

The newspaper advertising helped, the liberal display given by newsdealers helped; but the improved magazine itself helped most of all.

For instance, generally throughout the country, there was a 30% increased sale over the September issue.

The time to buy Delineator is here—and now!

The November issue shown above is the first Delineator with which the Designer is combined. The guaranteed paid circulation is 1,250,000. *As subscriptions to both magazines will be fulfilled with the one, and as the combined circulation of the two was* 1,700,000, *it is obvious that at present there is a most decided bonus circulation.*

Delineator

THE BUTTERICK PUBLISHING COMPANY

S. R. LATSHAW, *President*

Advertising & Selling

VOLUME EIGHT—NUMBER ONE

November 3, 1926

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The Last of the Seven Veils 20
H. B. LE QUATTE
The President's Speech 21
The Warehouse Fits Direct Distribution 22
H. A. HARING
How Squibb Is Fighting the Price Cutters 23
DELESLIE JONES
New Letters of Frank Trufax to His Salesmen 25
A. JOSEPH NEWMAN
Higher Advertising Rates—Smaller Space Units 27
W. R. HOTCHKIN
What Becomes of the Agency's Fifteen Per Cent 28
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The 8-pt. Page By Odds Bodkins 42
Highlights of A. B. C. Convention 60
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The News Digest 99



JAMES W. YOUNG, vice-president of the J. Walter Thompson Company, New York, was elected the new president of the American Association of Advertising Agencies at the recent convention of that organization at the Hotel Mayflower, Washington, D. C. He succeeds in that position Roy Durstine, vice-president of Barton, Durstine & Osborn, Inc., also of New York. The convention was marked by the efficient transaction of the business at hand and by the able and enlightening addresses presented, reaching a high point with the stirring talk by President Coolidge at the annual banquet. Portions of several of these addresses are reproduced in this issue.

M. C. ROBBINS, PRESIDENT
J. H. MOORE, *General Manager*
OFFICES: 9 EAST 38TH STREET, NEW YORK
Telephone: Caledonia 9770

NEW YORK:
F. K. KRETSCHMAR
CHESTER L. RICE

CHICAGO:
JUSTIN F. BARBOUR
Peoples Gas Bldg.; Wabash 4000

NEW ORLEANS:
H. H. MARSH
Mandeville, Louisiana

CLEVELAND:
A. E. LINDQUIST
405 Swetland Bldg.; Superior 1817

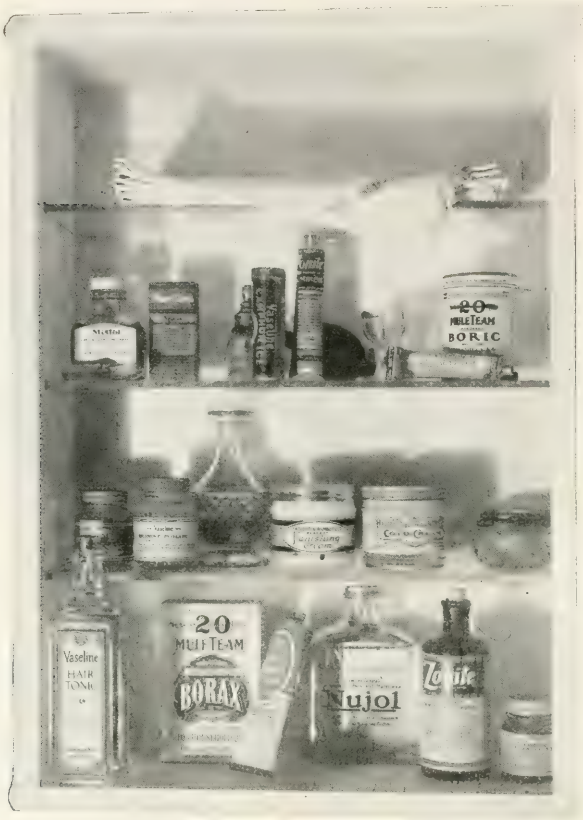
LONDON:
66 and 67 Shoe Lane, E. C. 4
Telephone Holborn 1900

Subscription Prices: U. S. A. $3.00 *a year. Canada* $3.50 *a year. Foreign* $4.00 *a year.* 15 *cents a copy*

Through purchase of *Advertising and Selling*, this publication absorbed *Profitable Advertising, Advertising News, Selling Magazine, The Business World, Trade Journal Advertiser* and *The Publishers Guide. Industrial Selling* absorbed 1925

Member Audit Bureau of Circulations and Associated Business Papers, Inc. Copyright, 1926, By Advertising Fortnightly, Inc.

Well represented in the Bath Room Cabinet



The products shown in this cabinet are advertised by The H. K. McCann Company

THE H. K. McCANN COMPANY

Advertising

NEW YORK CHICAGO CLEVELAND LOS ANGELES SAN FRANCISCO MONTREAL DENVER TORONTO

TRUTH WELL TOLD

NOVEMBER 3, 1926

Advertising & Selling

FREDERICK C. KENDALL, *Editor*

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Common-Sense Buying

What the New Trend Means to Manufacturers of Products Used in Industry

By William R. Basset

Miller, Franklin, Basset & Company

A TOOL salesman was indulging in the popular pastime of salesmen.

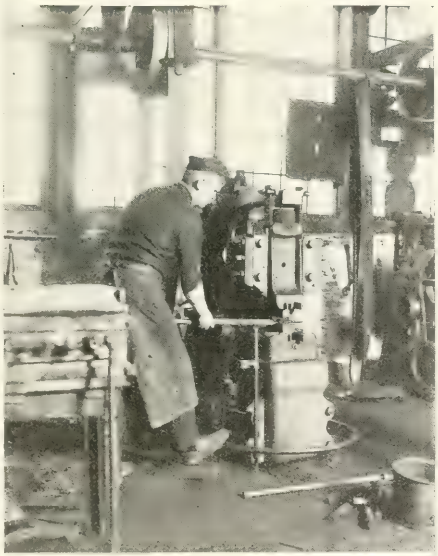
"The salesman's lot," he moaned, "is indeed an unhappy one. The selling game isn't what it used to be. I can sharpen a pencil and cut a price as expertly as the next fellow, and in the good old days that used to get the business. Purchasing agents were hard-boiled, but they knew a bargain when they saw one. And you could find them at their desks when you called.

"But nowadays they are never in; always out in the plant and not to be disturbed, or snooping around our factories telling us how to run our businesses. When I do get to see one, he doesn't talk price. He wants to know: Do we know our costs? What makes us think our costs are accurate? Do we plan our production? Couldn't we cut our prices if we made fewer varieties?

"I haven't taken an order since the Lord knows when. In the old days I could bank on getting a big order every month or so from every one of my customers. Now with this fool hand-to-mouth buying the orders go in by mail every few days. I get the credit for them, all right, but there's no fun in it. I haven't had a good bargaining set-to on a big order since 1921. A peddler—that's what I am. I don't get a chance to sell any more. The purchasing agent buys and that's all there is to it. Guess I'll get me a nice little chicken farm and retire."

All of which is true, at least so far as most of the big buyers, whether manufacturers, retailers or wholesalers, are concerned. It may be hard on the old-fashioned salesman—but it's a very good thing for business. It is the way big business has been developing in the past few years, and the way all business that expects to survive must develop.

That price and quality must be considered together is not a novel idea. Even passably competent buyers have always taken quality into account when considering a price. But it is only



McGraw-Hill Photo Service

A TRICK design piles up the cost. A two-day delay on a one-cent screw may cost hundreds of dollars. The wise buyer cooperates closely with his manufacturer in watching details to cut costs and keep his delivery dates absolutely punctually according to schedule

since small stocks have become the rule, and production has been closely planned, that price has also become secondary to the ability to make deliveries exactly as promised. When a purchasing agent once realizes that a two-day delay in receiving a one-cent screw may cost hundreds of dollars in held up production, he is likely to make certain that a supplier is able to live up to the strictest kind of specifications as to delivery dates.

The Continental Motors Corporation has had notable success in cutting down its stocks, partly through planning its own production and partly through getting suppliers who, it knew, would plan theirs. An investigation of this company's plant, made a few years ago, showed that in spite of raw material inventories, which were nearly always much larger than necessary, the production of its product—automobile motors—was frequently delayed through lack of some part or material which was out of stock, usually through failure of a supplier to make deliveries on time. As a result customers were frequently disappointed in getting their motors, and as the customers were large automobile and truck makers whose assembly floors were in turn piled with millions in partly assembled vehicles, their disappointment was often disagreeably expressed. Meanwhile the Continental plant was choked with a needlessly big goods-in-process inventory. Hundreds of assemblies were forever being held up when practically ready to ship for the lack of some insignificant part like a valve spring.

Continental's first step was to determine exactly how long it took to process every part that went into a motor. Then every part was scheduled through every operation, starting it at such a time that on a certain predetermined date it would arrive at the assembly department coincidentally with all of the other parts that made up the assembly.

Knowing from this just how many of each part would start through the factory every day, it was possible to tell the suppliers of each casting, forging or what-not just when they would be required to make deliveries of specified quantities.

But the company was not content to take the word of a supplier that he would live up to his promises. The penalty for a broken promise would generally be a refusal to reorder.

Before long the various materials began to come into the receiving room in the exact quantities and on the exact dates specified. They went into production on the minute, and by virtue of production scheduling, passed through all of the operations and arrived at the assembly room just as prophesied weeks and even months before.

As a result, production delays ceased. The Continental Motors Corporation increased its production—and it did so with a smaller inventory. In fact, its inventories were reduced more than a million dollars. That is a fair example of what intelligent buying for definite needs will do. But it must be backed by exact knowledge of the supplier's ability to live up to his promises.

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The Last of the Seven Veils

By H. B. Le Quatte

IN the earlier days of advertising the agency enjoyed a certain protective anonymity. Like the voice within the Oracle, only a few people knew it was there. The larger part of the public believed that the advertiser was uttering his own message, possibly employing an artist to illustrate it if there was no one in his office who could draw a picture.

The agent is no longer a man of mystery. The public knows us exactly for what we are. It is fully conscious that in the vast majority of cases an advertising message is the product of professional skill, and that the proportion of advertisers who frame their own appeals is possibly a trifle larger than of those who cut their own hair, and a trifle smaller than the proportion of those who argue their own cases in courts of law.

This broadened general understanding is helpful in some ways—as truth is always helpful—but it puts increased responsibility upon advertising workers. More is always expected from the professional than from the amateur. When we are paid to interest and entertain we must be really interesting and entertaining, or under the reading lights of millions of living rooms from Maine to Texas we will "get the hook" in that familiar phrase: "Why, I could make a better advertisement than that myself."

A more important result of letting the public know just how the advertising agency functions is found in the increased difficulty of making the advertising message effective. Since the public knows that it is listening to the voice of the hired advocate, the advertisement should have the force and vitality which will make its source forgotten. The unanswerable argument against the signed advertisement is the emphasis it lays on its professional origin and the certainty that this will detract from its power to persuade or convince.

Just as the good toastmaster aims to be forgotten the minute he sits down, just so the good advertising agent will be content to be known by the results of his work, rather than to let himself be discerned in the process of creating it. The seven veils which formerly concealed him have been removed. He is no longer nearly invisible, as he used to be in the economic scheme of business; but he can still save the situation by keeping out of the spot light which should be turned steadily upon the institution, the merchandise or the service which he is presenting for consideration.

What Advertising Has Done for America

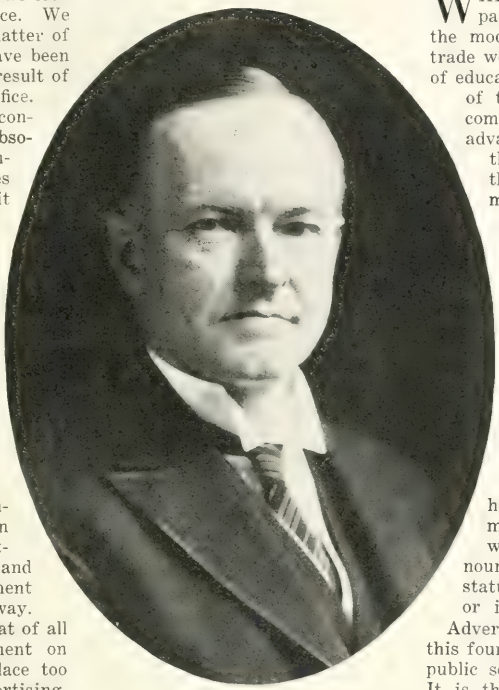
[The President's Address at the Banquet of the Annual Convention of the American Association of Advertising Agencies]

SOMETIMES it seems as though our generation fails to give the proper estimate and importance to the values of life. Results appear to be secured so easily that we look upon them with indifference. We take too many things as a matter of course, when in fact they have been obtained for us only as the result of ages of effort and sacrifice.

We look at our economic condition, upon which we are absolutely dependent for the comforts and even the necessaries of life, and forgetting that it all rests on industry, thrift and management, dismiss it lightly as a matter that does not concern us. Occasionally our attention is directed to our political institutions, which have been secured for us through the disinterested exertion of generations of patriotism, and, going along oblivious to the fact that they are the sole guarantees of our rights to life and liberty, we turn away with the comforting thought that we can let some party committee attend to getting out the vote and that probably the Government will run itself all right anyway.

It seems to me probable that of all our economic life the element on which we are inclined to place too low an estimate is advertising. When we come in contact with our great manufacturing plants, our extensive systems of transportation, our enormous breadth of agriculture, or the imposing structures of commerce and finance, we are forced to gain a certain impression by their very magnitude, even though we do not stop to consider all their implications.

By the very size and nature of their material form they make an appeal to the senses, even though their import does not reach the understanding. But as we turn through the pages of the press and the periodicals, as we catch the flash of billboards along the railroads and the highways, all of which have become enormous vehicles of the advertising art, I doubt if we realize at all the impressive part that these displays are coming more and more to play in modern life.



© Underwood & Underwood

EVEN the most casual observation, however, reveals to us that advertising has become a great business. It requires for its maintenance investments of great amounts of capital, the occupation of large areas of floor space, the employment of an enormous number of people, heavy shipments through the United States mails, wide service by telephone and telegraph, broad use of the printing and paper trades, and the utmost skill in direction and management. In its turnover it runs into hundreds of millions of dollars each year.

WHEN we stop to consider the part which advertising plays in the modern life of production and trade we see that basically it is that of education. It informs its readers of the existence and nature of commodities by explaining the advantages to be derived from their use and creates for them a wider demand. It makes new thoughts, new desires, and new actions. By changing the attitude of mind it changes the material condition of the people.

Somewhere I have seen ascribed to Abraham Lincoln the statement that "In this and like communities public sentiment is everything. With public sentiment nothing can fail; without it nothing can succeed; consequently he who molds public sentiment goes deeper than he who enacts statutes or pronounces decisions. He makes statutes and decisions possible or impossible to be executed."

Advertising creates and changes this foundation of all popular action, public sentiment, or public opinion. It is the most potent influence in adopting and changing the habits and modes of life, affecting what we eat, what we wear, and the work and play of the whole nation. Formerly it was an axiom that competition was the life of trade. Under the methods of the present day it would seem to be more appropriate to say that advertising is the life of trade.

Two examples of this influence have come to me in a casual way. While I cannot vouch for the details, I believe in their outline they are substantially correct. One relates to an American industry that had rather phenomenal growth and prosperity in the late '80s and early

[CONTINUED ON PAGE 52]

The Warehouse Fits Direct Distribution

By H. A. Haring

WITH many commodities there is a distinct tendency on the part of the manufacturer to eliminate the jobber. Into the discussion of what method is the better we shall not enter, nor should this article be interpreted as an anti-jobber argument: it will merely present the facilities of the public warehouse for those concerns which elect to try direct distribution.

Under direct distribution, the branch agency of the manufacturer sells direct to the trade. Direct selling implies, however, direct delivery. If delivery is to equal that formerly provided by the jobber from his stock, the branch agency must have at hand a stock of the goods. For it is quickly found that prompt, scrupulously careful delivery gives the final touch of success to direct selling.



Courtesy New York Edison Company

It is in rendering this delivery service that the public warehouse becomes a factor in direct selling. For it is found to be comparatively easy to conclude warehousing arrangements at distributing centers: easier by far than to secure a proper location for a private storehouse, to organize a staff of employees and to perfect into smooth working a storehouse department. The elasticity of the public warehouse is also a vital element. The contract with a warehouse does not involve the outlay for equipment, nor the obligations for a lease, that an owned warehouse necessitates. Space with a public warehouse may be expanded or contracted almost without notice. Should the particular trade territory prove unfruitful, no difficulty is faced in retiring from the field.

In this manner the public warehouse serves those who wish to eliminate the jobber. The tendency thus to exclude wholesalers is not a thing which originated with the warehouse. Never has the warehouse acted directly to this end; warehousemen themselves were hardly aware of the opportunity until jobbers began to voice their disapproval. For the public warehouse for merchandise was, at first, merely the building where the branch agency stored its goods. It has become, through development, the instrument through which the manufacturer has achieved his purpose of selling direct.

THAT the warehouse is an effective tool for direct selling is made evident by the opposition from wholesalers. Their conventions, each year, produce reports from committees and occasionally vitriolic addresses that make warehousemen smile. At a recent convention of drug wholesalers one of the standing committees included in its report a lengthy reference to public warehousemen. The chairman stated:

"We wholesalers have come through a period of competition with scalpers, with the mutuals, and with boot-leg jobbers, but we still are able to say that we own our own businesses.

"But of late a new form of distribution has appeared which bids fair to usurp part of our function as wholesalers. The storage warehouse, now firmly established in all large cities and in many small ones, is gradually extending its operations until there is only a very small part of our business that such an organization cannot perform."

The chairman proceeded to go into details of this new competitor:

"It is evident that there are only a few functions of the standard wholesaler which cannot be performed by the storage warehouse. Its service includes telephone orders, selling helps, passing orders for credit, shipping and billing, taking inventory and making collections. Aside from the sales management and credit investigation, the wholesaler does no more.

"We do not expect that we wholesalers will be at once supplanted by the storage warehouse, but your committee does see that the easy full-package business, which we like to call profitable, can readily be taken away from us; and it will be unless we devote every energy to emphasizing those functions which we can, and which the storage warehouse cannot, perform."

The druggists' committee ended its report on warehouse competition by reading from the circular of one such public warehouse the following announcement of its services:

"There is a public telephone listed in your name in our office. All your salesmen for the surrounding territory work from this point. A credit list expedites shipment to your customers in good credit standing. Daily reports of receipts and deliveries are furnished, with cost of each service shown. Packages are stenciled. Shipping papers are typed.

[CONTINUED ON PAGE 76]

How Squibb Is Fighting the Price Cutters

By DeLeslie Jones

THE most spectacular and significant fight against the price cutter known for a decade is now in full swing. It concerns not only E. R. Squibb & Sons, whose products are being cut, but directly, also, other drug product advertisers. The price cutters' gauntlet was recently flung in the face of E. R. Squibb & Sons by the Owl Drug Company, whose stores are distributed all over the United States. Squibb decided to accept the challenge to its good will and prestige. The fight is centering on the Pacific Coast where the Owl chain is strong, and there is every reason to believe that new history will be made for other advertisers who have similar problems.

An astonishing new development in the fight is the reported plan by Owl to cut the price of six other nationally advertised products every time a cut is made by a Squibb dealer to meet the Owl cut. Thus it will need only four successive "cuts" to bring twenty-four other national advertisers into the fray.

Briefly, the facts are that the Owl Drug Company insisted on an extra discount in order to undersell all other stores on Squibb toothpaste, which is advertised and sold at forty cents a tube. Having a regard for the protection not only of its own stability and prestige in the market, but also that of the dealers who were working loyally with Squibb, this naturally was refused. Then came the action of the Owl Drug Company in cutting the price—drastically. The right to refuse to sell was exercised by Squibb, and then the fray began.

On September 7 Squibb got this telegram from the Pacific Coast:

Salesmen report Owl has issued bulletin to managers in this district, also to dealers who have taken on the Owl line, that they have adopted standard prices Petrolatum sixty-nine, Agar ninety-eight, Dental Cream thirty-three or three for ninety-five, some window displays at these prices.

On the 13th of September this came:

It is getting pretty hot here. I understand the Owl Drug Company say they will go to ten cents a tube.

Here the wording of an Owl advertisement of Squibb's Dental Cream, in a California newspaper of September 14:

Sold at this unusual price, twenty-three cents. Right reserved to limit quantities.

A telegram, dated September 20, from a Squibb salesman read:

Telephone call from Stockton this morning advising Owl selling dental cream, unlimited quantities, one cent per tube. Another telephone call, this afternoon, from Stockton, advising they have limited quantities to one tube per customer, while liquid Petrolatum is sold at 53 cents.

These bulletins indicate what this chain has been trying to do. Squibb had before it the alternative of sitting tight and seeing what would happen, or it could protest and with its dealers answer with livelier tactics.

It occurred to this courageous advertiser that it would be interesting to see what the result would be if the retail competitor adjacent to the store of the price-cutting chain starting this program should be ready, willing, and able to match the chain, cut for cut. (The supplies of Squibb are purchased from so-called "illegitimate" sources.)

Its legal counsel, Gilbert H. Montague, analyzed the situation. Squibb wanted to know if there were any reasons why it was bound to take this assault without fighting. It was assured that it had ev-

OUR ATTITUDE TOWARD AGGRESSIVE PRICE-CUTTING

Aggressive price-cutting is to be condemned as destructive of every interest involved. It means the sacrifice on the part of the retailer of *necessary* profits—of profits without which he cannot render the service to the Medical Profession and to the public, which is expected from him.

Every transaction that does not earn at least the overhead expenses represents a definite loss. The theory that such loss is made good by profit on articles sold at regular prices is fallacious. Aggressive price-cutting permanently injures the earning power of the store, as it tends to establish selling prices that spell *ruin* to the dealer. Aggressive price-cutting demoralizes customers, for it reduces them to mere bargain hunters and inevitably destroys their confidence in the integrity and honesty of the store.

The only safe practice is—to earn your overhead and reasonable profit *on every sale*. The retailer who disregards this fundamental rule of sound business places himself upon the slippery road to disappointment and failure.

We are not unmindful of the causes that lead to ruinous price-cutting, and we sympathize with the retailer who knows that he is not making the profits that his service requires, and yet feels compelled to follow the path of self-destruction because other retailers do the same.

We also recognize that modern merchandising requires of the retailer that he arrange special sales from time to time, in order to stimulate business and increase the volume of sales. Such special sales, however, must not depend on ruinous price-cutting on popular products with the intent to use them as bait to attract patronage, in the hope of selling also other, and often inferior, products.

We are firmly opposed to such unsound and unfair trade-practices, which tend to destroy legitimate retailing. Some method must be found to stem the tide which threatens to overwhelm the professional retail druggist. He is an absolutely necessary factor in our economic life.

While the laws do not permit us to dictate to any customer at what prices he is to sell the goods bought from us, and while we will have no agreement or understanding with any customer regarding the re-sale of our products, we nevertheless wish it distinctly understood that we disapprove of the sale at retail of any Squibb product at a price that does not leave the retailer a reasonable profit after covering his overhead expenses. If any retailer sells any Squibb product at a price which does not leave such reasonable profit, we must consider his action as unfriendly toward us and detrimental to our business.

Under our Sales Policy thus outlined we reserve our legal right to refuse to sell our products to any distributor who destructively cuts prices and demoralizes our market.

E. R. SQUIBB & SONS

right in the world to protect its interests, so it went out in the field actively protecting them. Wherever this price cutting chain has a store which cuts the Squibb price, Squibb authorizes the dealer nearest to cut lower than the chain. It authorizes him to follow him down as far as he wants to go, and agrees to protect the dealer from loss. In this it has the good will of the other dealers in town in the effort to protect their legitimate profits.

The drug store trade all over the country is watching the fight with great interest. It knows that the matter is immensely important. If a chain can rip to pieces at will the price of an article like Squibb's Dental Cream, backed by national advertising, and withstand Squibb's counter-action to protect itself, as manufacturers, then it seems as though the old Phoenician pirate days have come back again and it is not safe to build a business or advertise to develop a reputation.

Gilbert Montague, Squibb's attorney, holds that in aggressively following up this price cutter's tactics, the advertiser is making no legal misstep; it is simply making the public an offer, just as the chain is doing in its reduced prices. Squibb is taking no right away from the Owl Drug Company, nor is the company interfering with its good will. It simply bids lower every time they take a new crack at the Squibb price, and so far the effect has been to vitiate the cutter's advantage.

IT is obvious that price protection faces a crisis today, and that in no case so acutely as in this Squibb instance has the crisis come to a head. That is why the fight is being closely watched. The new, reported pronouncement of policy by the Owl Drug Company, by means of which it is proposed to drag into the fight six national advertisers for every cut made by Squibb to meet its own cuts, is more than it seems on the surface. It is aimed to bring pressure to bear by those advertisers on the Squibb dealers to stop the Squibb fight. But it is about to result in an opposite way, by making other national advertisers stand up with Squibb in the fight, in the realization that it is their fight as well as Squibb's.

It is evident, therefore, that this price-cutting chain's challenge is now in reality a challenge to manufacturers in general, and we may now expect to see a "finish fight" on this question such as has not been seen outside the courts in many years.

Gilbert Montague in his own words describes the general price maintenance situation; explaining why the merely negative gesture of refusing to sell is not enough to protect a manufacturer today.

"The year 1926," he says, "is going down in history in the drug trade because of one aggressive price-cutting chain, doing business on the Pacific Coast, that having finally been aroused by the progress that has been made in the movement toward retail profit protection, is planning, and at the present time is actually putting into effect, some of the most aggressive attacks and assaults on that system, and some of the most aggressive assaults upon a manufacturer of standard priced articles, and the retailers handling them, that have ever occurred in the whole history of price cutting.

"The tactics of this chain consti-

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A. B. C. Convention Banquet



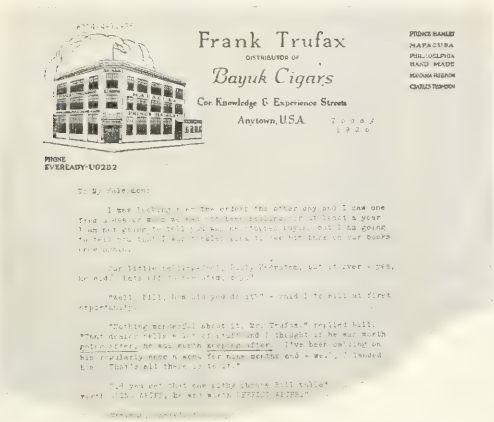
THE annual convention of the Audit Bureau of Circulations was held this year at the Hotel LaSalle, Chicago, on October 21-22, and proved to be the best attended and most successful in the history of the organization. Following general sessions there were divisional meetings of the various groups which make up the membership, including newspaper, advertiser, agency, farm paper, trade paper and magazine divisions. Stanley Clague, managing director of the Bureau, reported favorably on the financial situation and announced that the membership at the present time totals 1,919, with membership dues for 1926 amounting to $326,644.80. Further details of the meetings and elections will be found on page 68

New Letters of Frank Trufax to His Salesmen

A Fictitious Character Writes to a Fictitious Sales Force on Real Problems

By A. Joseph Newman

General Sales Manager, Bayuk Cigars, Inc., Philadelphia


Frank Trufax
DISTRIBUTOR OF
Bayuk Cigars
Cor. Knowledge & Experience Streets
Anytown, U.S.A.
PRINCE HAMLET
MANACUBA
PHILADELPHIA
HAND MADE
HAVANA FILLER
CLARO WRAPPER
PHONE
EVERREADY-0202

MR. NEWMAN has an original method of assisting his company's distributors. Under the self-explanatory name of Frank Trufax he writes to imaginary salesmen a series of letters in which he discusses very real problems. The demand for his booklets indicates the success of the idea and effectiveness of the letters. An earlier series reprinted by us aroused much notice.

Answering Two Questions

To My Salesmen:

I was looking over the orders the other day and I saw one from a dealer whom we had not been selling for at least a year. I am not going to tell you why he stopped buying but I am going to tell you that I was tickled pink to see him back on our books once again.

Our little selling-fool, Billy Keepatem, put it over—yes, he did. Hats off to Keepatem, boys!

"Well, Bill, how did you do it?" said I to Bill at first opportunity.

"Nothing wonderful about it, Mr. Trufax," replied Bill. "That dealer sells a lot of stuff and I thought if he was worth *going after*, he was worth *keeping after*. I've been calling on him regularly once a week for nine months and—well, I landed him. That's all there is to it."

Did you get that one pithy phrase Bill pulled: "If he was worth going after, he was worth keeping after?"

Manoman, there's the salient secret of selling success!

If a dealer is worth going after to sell, he is worth keeping after until he is sold.

Let's all shoot that in our arms, boys, because that's doggoned good dope.

And that brings up two interesting queries. Here they are:

1. How many calls do salesmen make before they quit calling?

2. How often does a salesman call before the dealer buys?

Now, get me right, boys. I didn't personally conduct the investigation to get the answers to these two questions and I don't want to be facetious when I say I didn't get up the dictionary either; but there's where I went to find out if I could get away with that "wicked" word "facetious." It is just as important to know *where* to find knowledge as it is to *have* knowledge.

Well, anyway, the investigation was carefully made and here's the findings:

Answering first question,

48.2 salesmen made 1 call and quit
24.4 salesmen made 2 calls and quit
14.7 salesmen made 3 calls and quit
12.7 salesmen made 4 or more calls.

Go over those figures once again, boys, they're intensely interesting. Then clear your mind to get full shock of this body-blow of an answer to the second question:

Sixty per cent of the sales made were on or after the *fifth* call!

This investigation, of course, proves very little conclusively but it does emphasize this one thing: Eighty-eight per cent of the salesmen "automatically eliminated themselves from consideration of sixty per cent of the business because they quit before the dealer had been brought up to the buying point."

Boys, I don't want you to waste time watering dead plants but I do want you to keep digging around the live ones. You can never tell when the "No, not today" will change into "Yes, send 'em along." It may be on the fifth call; it may be on the fiftieth call; but as Billy Keepatem says:

"If a dealer is worth going after, he's worth keeping after."

Yours, tilhesezyes,

FRANK TRUFAX.

Salesmanship Makes Victors

To My Salesmen:

Last night, in my usual weekly rambling 'round town to look things over, I dropped into Will B. Uptodate's store.

There's a fellow who can smell a selling slant in most any occurrence. He says a salient sales principle caused St. Louis to pull the penn-

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THAT UNCONQUERABLE CRYSTAL

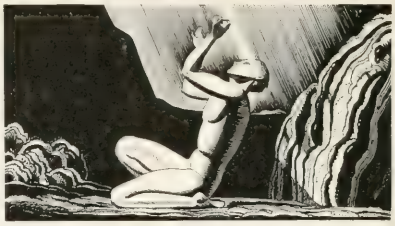
CENTURY after century, the diamond continues to receive the admiration and affection of people in every corner of the earth. Its superb beauty is easily apparent. Its desirability is universally admitted. There is a steady and insistent demand for it. And it has won its place fairly, for the diamond has greater hardness, brilliancy, light and refraction than any other stone.

Diamonds vary so widely in color, proportion, cutting and degree of perfection that the first rule (some say the only rule) to be observed in buying is: deal with a responsible jeweler. If a diamond is too thick, it lacks brilliancy. If too thin, it is apt to be glassy. Unskilful cutting, easily discernible by experts, reduces its value. And these are but a few of the many factors which govern the price of diamonds, and which are entirely unknown to the average buyer.

For more than a half-century, Marcus & Company have been buying diamonds, pearls and other precious stones in Europe from original sources and selling them to a growing clientele. Their stock offers at all times a wide selection of the most beautiful precious stones to be found anywhere in the world. And no matter what their patrons may select for consideration, this firm tells them at once the full and complete truth concerning it. For the truth is regarded as the foundation of this business . . . and Marcus & Company welcome those who realize that, in buying jewels, the truth itself is as rare and precious as any stone the jeweler has to offer.

A large and carefully selected stock of diamonds in many shapes and sizes . . . marquise, square, round, pear-shaped, and the favored baguettes . . . a remarkable collection of pearls, star sapphires, emeralds and black opals in exclusive and unusual settings.

MARCUS & COMPANY
JEWELERS
At the corner of Fifth Avenue and 45th Street, New York City and Palm Beach, Florida



THAT CERTAIN COLOR

EMERALDS . . . everyone knows that they are green and extremely beautiful. But of all the exquisite shades, which is the most desirable and valuable? Star sapphires . . . a rare range of blues. But do you know exactly which blue is considered necessary to perfection?

The colored stones are tremendously chic. Nothing accentuates a lovely hand or a charming costume so effectively. Nothing enhances the beauty of eyes and hair like these little exclamation points of colored light. But to choose them intelligently, to buy them at their true commercial valuation—that is really difficult.

Yet many distinguished men and women who buy these stones from Marcus & Company find that it is a surprisingly simple matter to get exactly what they want . . . that the prices invariably represent full value . . . and that these prices are often less than they expect to pay.

The purchase of precious stones at this establishment is an agreeable and valuable experience. The results of careful research and tested knowledge are at your service. Emeralds of varying shades and sizes illustrate each point of comparison. Star sapphires and black opals of many qualities and prices are produced to clarify the useful information given. The facts are made plain. The truth is made clear . . . and perhaps you too will find here, priced well within your reach, the one jewel in the world that you can never be happy without.

A remarkable collection of emeralds priced from $5000 to $600 a carat. Many exclusive and unusual settings of star sapphires, black opals and diamonds. Strings of pearls from $200,000 to $200.

MARCUS & COMPANY
JEWELERS
At the corner of 5th Avenue and 45th Street, New York City and Palm Beach, Florida



UNSEEN JEWELS

THEY are not to be found among the cool and sparkling emeralds . . . or the heavenly sapphires . . . or the fiery diamonds . . . or the softly colored pearls. For they are locked securely in the heart of this organization, these unseen jewels—integrity, responsibility and truth.

Since William Elder Marcus founded this firm nearly fifty years ago, it has gained an enviable place in the regard of the public. It has been honored each year by an ever-increasing number of distinguished customers. Year after year, it has made plainly apparent to buyers of precious stones the actual money-value of dealing with a responsible and established firm.

In this business, as in few others, conditions arise where the word of an expert is worth far more than the opinions of a hundred amateurs. Scarcely distinguishable differences, minute shadings of color, infinitesimal imperfections—these pass unnoticed by even the more careful buyers. The eye of an expert and the word of a reputable organization are the only real guards against unwise jewel purchases. And the reason that customers of Marcus & Company never regret a purchase is because they are given, from the beginning, the full and complete truth about the articles that interest them.

The jewel markets of the world are patiently and carefully searched for merchandise that will merit and receive the full endorsement of this organization. Responsibility for every individual sale is cheerfully assumed. The truth is regarded as the cornerstone of this business. And it must be quite clear, even to the casual observer, that the confidence of this firm in its own merchandise is unshakable.

During fifty years of selling pearls and precious stones to many notable families, something of this confidence has entered into the minds of an extraordinary number of people. For it is true that Marcus & Company are as well known for their *unseen* jewels as for the lovely and precious stones that enchant their customers anew each season.

MARCUS & COMPANY
JEWELERS
At the Corner of 5th Avenue and 45th Street, New York City



THE DIFFERENCE?

. . . . perhaps fifty thousand dollars

TWO strings of pearls may have the same weight, and may be of the same size. They may present, to the amateur, much the same appearance. Yet one may be fairly valued at $100,000 and the other at much less. Why?

Those who have studied pearls know that, through many centuries, certain standards have become well established. These standards of coloring, size, symmetry, weight and other qualities determine their value. The attributes of a really fine pearl are not matters of opinion. They are definitely and easily recognizable—but only by experts. And yet a surprising number of people buy pearls without the advice of those who have been trained to judge this exquisite jewel. Even more regrettable, many such purchases are made through those who cannot and do not assume the responsibility for such important transactions.

Year after year, a growing number of people find that the word of Marcus & Company is considered authoritative, and that their pearls and precious stones are not only fairly priced, but in many cases are priced at sums that are less than one would expect to pay. As for the responsibility that should attend any transaction in jewels, Marcus & Company assume it as a matter of course. Many distinguished men and women consider it adequate surety for their most important purchases.

There may always be seen at the store of Marcus & Company a wide assortment of extraordinarily beautiful pearls. Singly or in perfectly graded strings, they are easily comparable to the finest pearls to be seen anywhere in the world. In fact, this store has become so well known for its large stock of fine pearls, and has sold so many famous strings, that it may almost be said to specialize in their selection and sale.

Strings of pearls from $200,000 to $200. A large selection of loose pearls to add to necklaces, priced from $20,000 to $10. A distinguished collection of diamonds, rubies, emeralds and sapphires in many exclusive settings and designs.

MARCUS & COMPANY
JEWELERS
At the corner of 5th Avenue and 45th Street, New York City

A SHARP and refreshing departure from the customary style of jewelers' advertisements has been made by this dignified series that bears the name of Marcus & Company. No specific jewel or piece of jewelry is displayed—though prices are frankly indicated—but the knowledge and reliability of the firm are made visual as clearly in the characteristic illustrations by Rockwell Kent as in the text

Higher Advertising Rates—Smaller Space Units?

Is This a Solution to the Problem of Advertising Congestion?

By W. R. Hotchkin

A DEFINITELY impending advertising "battle of the century" will inevitably be waged between advertisers and publishers, forced by the irresistible law of natural conditions, unless an enlightening "peace conference" *precedes* the war.

There will be such a battle only because each party to the war will fail to gain the larger vision. That which will soon seem to be a fight for existence on the part of the publisher, and a fight to prevent costs of doing business from annihilating profits, on the part of the advertiser, should not be a fight at all—at least not between these two parties as foes. In this impending battle, if battle it may be called, advertisers and publishers should be loyal allies, battling side by side to achieve and maintain conditions that will forward prosperity for all.

The opportunist will wait until the war threat is made and the condition is past curing. But preparedness will be sought by those who wish to avoid the frightful waste that such a useless war would bring.

It seems to be the common practice of mankind to start a quarrel with the party that brings the first contact of an unpleasant situation—neglecting first to learn and seek out the causes that have brought about the vexing condition.

There are always two sides to every question, and in most cases where men see things differently there are *two* right sides. Human agitation comes most frequently because such a small percentage of men and women are able to see both sides without prejudice. Men are constantly blaming one another for intentionally bringing about conditions for which they are not in any way responsible. The increasing cost of advertising space and the menace of the increasing cost of doing business are the closing jaws of an irresistible vise over which neither publisher nor advertiser have any control.



Both are in danger and both must belong to the same army; both must battle side by side to change in time the conditions that hold the menace of war.

EACH day the stupendous demands of paper mills are wiping out vast acreages of forests, and the tremendous growth of all kinds of publications is constantly increasing this menace of destruction; not only to the forests that provide the pulp; but also to the earth's foliage that makes our world habitable to humanity, that lures the rain and wards off the floods. Of course, we are told that neither of these calamities is to be anticipated immediately; but both are very real and definite future hazards. But, even if this were not so, the demolition of the nearest and most convenient forests will bring heavily enlarged costs of lumber, which must be added to the ever increasing costs of labor of all kinds. So paper prices must inevitably rise. Other publishing costs, even more powerful, must also rise. So increased space rates must be expected —must be paid.

On the advertiser's side of this picture we must view the menace of constantly rising costs of doing business. We must also mark the rapid increase, in most activities, of powerful competition. We must also look forward to times when this partly artificial prosperity of today will recede, and all operating expenses must be radically reduced. We would be most short-sighted if we did not recognize the fact that voluminous advertising space will not always pay its extravagant cost.

This is in no sense an intimation that advertising when efficiently done is an expense. Advertising, of course, definitely decreases the cost of most commodities, by distributing the overhead among a multiplied volume of products, and enabling the manufacturer to use rapid automatic machinery, or otherwise use economies possible only to large production. The "extravagance" comes from the failure to make economic space volume do the work of extravagant space area. It is just as wasteful to buy a page of space to bring the results that a quarter-page would bring, if that space were rightly used, as it is to hire four men to do the work that one man could do in the same amount of time.

The rising advertising cost must inevitably and not too remotely compel manufacturers and merchants to squeeze out the gross waste that is so apparent in advertising today. While the merchandising, the copy, the typography and illustration are very great sinners in wastefulness of advertising, the great monster of waste is unnecessary space volume.

So we have on the one side the irresistible rise in space cost, and on the other the uncontrollable necessity of limiting the cost of doing business. When these two jaws of irresistible natural law begin to close on each other, how futile and silly it will be for the victims to stand hard and fast, and wage war against each other, as though each thought the other to be the cause of the destructive condition.

The obvious answer, from the ma-

[CONTINUED ON P

What Becomes of the Agency's Fifteen Per Cent

By John Benson

IN analyzing what becomes of the 15 per cent commission received by the advertising agent, we have complete data from only a limited number of our members—28, to be exact. The average net profit in 1925 was 2.63 per cent of volume. The average gross was 14.29 per cent. The difference is expense. How that 11.66 per cent was subdivided into copy service, art service, research, contacting, solicitation, placing, checking, accounting, administration, cannot be determined by averages, because the reporting agencies do not classify their expenses in a parallel way and we have to do a little guessing. But it is possible roughly to make three grand divisions, as follows: Expense of actually serving clients; expense of running the agency; and net profit. Averaging the figures for the 28 reporting agencies shows that of the 14.29 per cent commission

8.28 per cent was spent in serving clients;

4.03 per cent was spent in non-productive overhead;

1.98 per cent was net profit.

In other words, 8.28 per cent of the commissionable billing is expended directly in service, and 4.03 per cent in making that service possible.

The net profit varies from a deficit of 1.35 per cent to a net of 8.31 per cent, and the size of agency does not seem to make much difference in the rate. Small agencies appear to make as good a net as the large ones; but the profit curve is affected by expansion and contraction. Growth in volume is likely to increase net profit up to a point where larger facilities are needed; then profit is depressed until further growth fills in the increased overhead. The profit curve is thus likely to be up and down over a period of progressive volume. Of course loss of billing, if abrupt, depresses profit and involves one of the serious hazards in agency operation. With net profit as low as it is, and organization as difficult to dismantle, it does not require much shrinkage to cause a deficit.

Portions of an address delivered before annual convention of the American Association of Advertising Agencies, Washington, D. C.



By John Benson
President, Benson & Gamble

When you consider the hazard and the varied skill required to operate an advertising agency, a net profit of 3 per cent or less on total billing is inadequate. One per cent of that profit is needed to provide increased capital for a normal growth in billing of say 20 per cent per year. That leaves 2 per cent for distribution to stockholders. A million-dollar business would thus yield its owners only $20,000. A single credit loss might wipe that out.

IN considering net profit earned in the agency business, salaries drawn by principal owners should be taken into account. The size of individual salaries is not so important as the percentage of gross profit absorbed by them. The Finance Committee has no comprehensive figures on this score but has made a number of inquiries from time to time, which indicate that salaries paid to principals are moderate, even low for so responsible a position. They range all the way from $7,500 to $50,000 a year; $12,000 to $15,000 seems to be a fair medium average. In the smaller agencies salaries are likely to absorb a greater percentage of gross than in large agencies. One large agency absorbs 2¼ per cent of gross billing, another 1¾ per cent, a third 1¼ per cent. This variation is largely due to volume of billing. One small agency in 1925 paid three principal owners salaries aggregating 2½ per cent of $1,500,000 billing.

All of this expense cannot fairly be charged to administration. Principal owners, even of very large agencies, spend much of their time in serving clients directly, and a substantial part of their salaries save other creative and contact expense. Very few if any instances have come to the Finance Committee's attention of salaries being paid owners in excess of what they would receive for the same service as employees.

Our problem is to make a better profit out of the 15 per cent commission paid by the publisher. That commission cannot well be increased. It is often inadequate in individual cases, but on the total volume of commissionable business placed through agencies it is as much as should be included in the cost of advertising in this country. An immense amount of service is rendered for this commission, both to the publisher and to the advertiser. The cost of rendering it is moving up very fast, in larger salaries for talent, in greater and better equipped facilities, in higher taxes. Only the steady and material increase in individual appropriations has kept net profit from vanishing altogether. The time is coming when volume of advertising may stabilize and give no increased support to profit; then an intensive effort will have to be made to hold down expense, without lowering the grade of service modern advertising needs.

The more thoroughly one studies

[CONTINUED ON PAGE 56]

THE · EDITORIAL · PAGE

Is This a Solution?

A GROWING problem in every agency and most manufacturing organizations is the time required to interview the many solicitors who legitimately call to present their publications. An attempt to regulate executives' time has been made by some agents who interview solicitors only on certain days or between certain hours. Needless to say, this plan has not met with universal favor.

Copies of the following letter written by a prominent national advertiser to his agency were recently placed in the hands of publication representatives.

HENRI, HURST & MCDONALD,
58 East Washington Street,
Chicago, Illinois.

Gentlemen:

As our advertising agents for both Sherwin-Williams and Rogers Brushing Lacquer, we wish to advise you that we find the advertising solicitations of publications' representatives have become so burdensome as to make a real obstacle in the conduct of the work of our Advertising Department. We are seeking your assistance.

It is not our policy to want to refrain from seeing those who call, but if these calls continue as they have recently, it will be necessary to close the Advertising Department for business.

Our suggestion is that you advise the publication representatives that this is the situation and that we authorized you, at our last conference, to make the recommendations to us as we cannot continue the important work of the department and see one-tenth of the representatives who besiege us.

Mr. Schuele and others in the Advertising Department, including the writer, have a high personal regard for all these representatives, but now that the direct work of our department is being seriously interfered with and handicapped to the extent that there is *no time left even to make up a list should we want to*, believe it is only fair to advise our friends that from now on our contact must be through you rather than direct, except in cases where we want some special information which we will ask for through you.

Will thank you to reproduce this letter and forward it to the representatives so they will know our position is not one of a hard-boiled attitude.

Thanking you, I am

Very truly yours,
THE SHERWIN-WILLIAMS CO.
C. M. Lemperly,
Director Sales Development.

This problem of interviewing representatives affects publishers, agencies and advertisers. We shall be glad to open our columns to a frank discussion of the subject in the hope that it will bring out suggestions of benefit to the entire industry.

Europeans and American Advertising

AMERICA is becoming an Eldorado for Europeans. The foreign writers of books and movies were perhaps the first to make fortunes out of America; then foreign playwrights made fortunes, then foreign celebrities, as lecturers in America—and now foreign athletes.

Lenglen has just signed a ten-year contract, at a figure running into six digits, for the right to use her name on clothing. Queen Marie of Roumania could—and it is not unlikely will—make an American million or two out of movies or whatnot. Even lesser European lights are constantly making very large-sized sums.

In America prestige, limelight, and publicity is a commodity like lumber or soap. This is rather unpleasantly indicated sometimes when those possessing a shoddy variety of it, like Kip Rhinelander's or Browning's girls, are offered staggering sums for confessions, diaries and exposures. But this is more than counterbalanced when a mother swims the English Channel, spurred on by the thought of the thousands of dollars the resulting publicity will win her to help educate her children.

The power of American newspapers, literally over night, to make a name famous and worth hundreds of thousands, is today truly phenomenal; one of the advertising wonders of the age—provided that clear distinctions are made between limelight and commercial reputation.

The Retailer as a Purchasing Agent

IN the Chicago newspapers recently there ran an advertisement of Marshall Field & Company's Men's Store reading:

WHO IS YOUR PURCHASING AGENT?

We are not content to act as a manufacturer's agent—accepting his product as we find it, and your patronage as the result of *his* advertising.

For we believe that intimate, daily contact with our customers gives us a more accurate knowledge of their requirements than any manufacturer can possibly have. And, we believe further, that out of our broad experience with the products of many manufacturers we can show the individual manufacturer how to make a better product.

Our offerings, therefore, represent our choice of the best goods available in each line, plus definite improvements we have had incorporated on our own account. Every article we show was selected and developed with your interest as the primary consideration. And we bespeak your patronage on that basis alone.

While there is something to be said for this argument, there is more argument than logic to certain portions of it.

For example, while it is true that the daily contact with customers (granting that the buyer of a big store comes in personal contact with the customers, which he or she generally doesn't to any great extent) is valuable in giving knowledge of what people like, the manufacturer's salesmen come in contact with literally hundreds of retailers and retail buyers and get a far clearer idea of what the majority of people want than any single retail establishment is likely to get, and his line stands or falls on how nearly he meets the popular taste.

When it comes to improvements, it is true that the large department stores do make many suggestions for betterment, and there is hardly any manufacturer who does not owe some of the improvement in his product to the suggestions of retailers. But it has been the experience of manufacturers that in many instances the big city stores suggest this or that change or revision (exclusively for them if possible) not so much in the interest of the customer as to change it just enough from the standard to make price comparison difficult and enable them to price it so as to make a bit better profit than the smaller merchant does.

Broadly speaking, therefore, while there is virtue in this age-old idea of the retailer being the purchasing agent for his community, there is also a certain amount of vice.

Is Installment Selling a Blessing or a Menace?

Further Views on a Much Debated Subject

By Warren Pulver

INSTALLMENT selling has been getting a great deal of attention lately; attention consisting largely of "godsaking," viewing with alarm and criticizing of the public for its "weakness."

None of the printed comments which has come to the writer's eyes offers the least suggestion of solution other than proposing higher down-payments, shorter extension of payments, or the immediate severe curtailment of all installment selling. The last suggestion predominates.

At present it is estimated that annual sales based upon installment payments total about $6,000,000,000. In passing, it may be considered significant that this estimate was formed by a special committee of the American Bankers Association. Of this, more later.

Assuming this estimate to be as good as any other which might be evolved, it is evident that installment buying already has become a major consideration, and that it is a strongly intrenched feature of our national buying habits.

It is further evident that installment buying restricts itself mostly to the more expensive fabricated merchandise. One does not buy ketchup, shoes or gasoline on deferred payments. The practice applies with greatest force to automobiles, phonographs, radios, furniture, electrical conveniences, houses, etc.

This being almost axiomatic, we see that the installment plan concerns merchandise which involves proportionately large capital for the buyer, dealer, jobber and maker. The merchandise so bought also represents high employment of labor, high shipping costs, and high factory and machinery investment. Likewise it is merchandise most suited to be utilized for making the savings incident to standardized and volume production in general.

Installment Sales Bitterly Attacked As Form of Slavery

Head of Endicott Johnson Corporation Says Buying Above Income Wrecks Homes and Lives.

Strong criticism of installment buying on the ground that it is undermining the spirit of thrift in the nation, is increasing the cost of living, and is creating only a fictitious prosperity, is voiced by George F. Johnson, president of the Endicott Johnson Corporation, one of the largest shoe manufacturers in the country.

Mr. Johnson, whose firm employs 17,000 workmen, criticises business interests for seeking profit by "mortgaging the poor man's future labor," and claims that installment buying will put the workingman in slavery. He maintains that thrift is a sounder basis for continued business prosperity, and that debt should be discouraged except for necessities.

"Assuming that the appeal to purchase under this plan is to those who have small incomes, and who otherwise would not be able to secure the luxuries offered, and considering their welfare and happiness as the greatest principle involved, I claim this method of sale and purchase is a very great evil because it makes for unhappiness and discouragement, and frequently wrecks and ruins human lives," Mr. Johnson stated.

"Freedom from debt, except for a modest home modestly furnished is the greatest blessing next to good health that the poor may enjoy. Debt is a form of slavery. It takes from them independence of action, and taxes them severely in the way of higher prices and living costs."

From the *Brooklyn Daily Eagle*

Let us pause here a moment and see what might happen if the installment plan were suddenly abolished.

The writer believes it reasonable to assume that $6,000,000,000 of installment sales would not readily convert into more than $1,500,000,000 or $2,000,000,000 of cash sales in the first year. Obviously, this would represent a great loss to the "installment industries"; a loss they might not withstand any too well.

Surely production would fall; much equipment would stand idle; factory investment would not be utilized to the full; there would be more unemployment; less of the benefits of volume production would accrue; transportation volume would drop and—so few stop to think of this—cash sales of many items would be very seriously affected.

ON the latter score there would be bought less gasoline, oil, garage facilities, records, needles, batteries, vacuum tubes, electric current, etc.; for the man who defers buying his car, phonograph, radio or electrical convenience does not, during the accumulating period, buy the incidental things necessary to use of the device.

Nor would all the deferred purchases be made at the time when the last payment would have been made had the merchandise been bought on time. In other words, while a man may pay out $200 within a year upon an obligation he has already assumed, he will not put by that money so quickly in anticipation of a cash purchase where no obligation presses him. Those who think otherwise know little about human nature.

It is significant that most installment merchandise results directly in recreation or work reduction. Not having the device desired, one is apt to dissipate cash upon passing amusements, and upon assistance in getting work done; money which retards the accumulation of capital and for which no extended return is received.

It is evident, too, that without the installment plan, the rates of marriage and establishment of homes would be considerably retarded—results which, we are told, would be

BRUCE BARTON ROY S. DURSTINE ALEX F. OSBORN

Barton, Durstine & Osborn
INCORPORATED

An advertising agency of about one hundred and ninety people among whom are these account executives and department heads

Mary L. Alexander
Joseph Alger
John D. Anderson
Kenneth Andrews
J. A. Archbald, jr.
R. P. Bagg
W. R. Baker, jr.
F. T. Baldwin
Bruce Barton
Robert Barton
Carl Burger
H. G. Canda
A. D. Chiquoine, jr.
Margaret Crane
Thoreau Cronyn
J. Davis Danforth
Webster David
C. L. Davis
Rowland Davis
Ernest Donohue
B. C. Duffy
Roy S. Durstine
Harriet Elias
George O. Everett
G. G. Flory
K. D. Frankenstein
R. C. Gellert
B. E. Giffen
Geo. F. Gouge
Louis F. Grant
Gilson B. Gray
E. Dorothy Greig
Girard Hammond
Mabel P. Hanford
Chester E. Haring
F. W. Hatch
Boynton Hayward
Roland Hintermeister
P. M. Hollister
F. G. Hubbard
Matthew Hufnagel
Gustave E. Hult
S. P. Irvin
Charles D. Kaiser
R. N. King
D. P. Kingston
Wm. C. Magee
Carolyn T. March
Elmer Mason
Frank J. McCullough
Frank W. McGuirk
Allyn B. McIntire
Walter G. Miller
Alex F. Osborn
Leslie S. Pearl
T. Arnold Rau
Paul J. Senft
Irene Smith
J. Burton Stevens
William M. Strong
A. A. Trenchard
Charles Wadsworth
D. B. Wheeler
George W. Winter
C. S. Woolley
J. H. Wright

NEW YORK
383 MADISON AVENUE

BOSTON
30 NEWBURY STREET

BUFFALO
220 DELAWARE AVENUE

Member American Association of Advertising Agencies
Member Audit Bureau of Circulations
Member National Outdoor Advertising Bureau

highly inimical to the country's best interests.

The foregoing may emphasize the situation sufficiently to give pause to those who, irked by the mere imperfection of installment selling methods, feel moved to throw monkey wrenches and sand into the whole machine.

After all, we have no proof that there is anything at all wrong with the deferred payment idea. For all we know, it is fundamentally as sound as the "buy-out-of-capital" idea—and "sellingly" it surely is superior.

There are two chief faults in present-day merchandising—one concerned with installment selling, the other with our whole system of merchandising—which may account for most of the agitation.

In the first place, credit is extended between business and home in a manner which would wreck selling between business and business in less than six months.

In the second place, the merchant knows in his heart that he has practically no security in repossessed merchandise; which at present is about the only security demanded in installment selling.

The reasons why repossession is no security are that much installment merchandise suffers from the yearly model evil; and that a great percentage of the whole purchase price is not represented in the merchandise itself but in the enormous costs of distribution.

THE merchant knows that if he repossesses a device which has been made virtually obsolete by the later release of a new model, it is hardly worth cartage. His "security" has become nothing but another and unsatisfactory sales problem.

Even if no new model has intervened, the article returns to the merchant's store an obviously second-hand affair and as such generally cannot be sold for more than twenty-five to fifty per cent of the original price; and then only after charges for cartage, reconditioning, overhead and selling expense have been incurred.

The solution all around is not to be found by destroying the installment plan nor by stigmatizing it so that the respectable and responsible citizenry is ashamed to do business on that basis. The answer seems to be in *legitimatizing* the plan and in supervising more carefully the extension of credit.

The day the public becomes convinced that a man's ability to purchase on time is actually public testimony to the reliability of his personal credit, we shall see an ease of selling, a production and a prosperity beyond any we have imagined.

We know that legitimate credit, not cash, is the basis of our past and present business prosperity. Yet some are inclined to apply credit solely to use between businesses. And what are businesses generally? Organizations that buy and sell only so that whatever they are doing or making may terminate in the homes of the country and with the people who live in them.

Of what avail, then, is a free flow of credit and money between businesses if it does not extend to the people and the homes who and which make business possible?

Buying at long intervals with

[CONTINUED ON PAGE 67]

Edward Hall Views with Alarm

[Portions of Address of the President of Association of National Advertisers Before Four A's Convention, Washington, D. C.]

OUR American system represents the greatest development in high-pressure sales and advertising practice in the world's history. Each year's quota shatters all precedents. This characteristic has invaded the magazine and newspaper field. Hundreds of millions of advertising dollars are being carried along, feeding the process, with very few stopping to think where we will eventually land.

I am a manufacturer, primarily interested in selling goods at a profit. You, our agents, are in the sole business of making the dollars we spend yield larger returns. It is fitting that I, representing manufacturers who supply the funds that you expend, should point out factors that many concerns view with uneasiness.

Let me quote one of the large grocery specialty advertisers, whose line is known by every housewife in America:

> It has been said that we are in the day of super-competition. Let me suggest side by side with that, that we are also in the day of super-advertising. A princely sum is being spent annually in the bid of the manufacturer for a slice of the public's spending dollar. This has caused a mad scramble among publications for a share of the manufacturer's advertising dollar. Two ills have followed: publications of such volume that several evenings of leisure are required to review any one issue, and a forcing of circulation beyond its natural bounds. Publications have invaded each others fields, thus multiplying duplication and increasing costs. We know, of course, that forced circulation does not have the value of natural circulation, and so this publication competition through lessened reader interest on their total circulation combined with increased rates has tended to lessen the pull of the advertising dollar.

Of the many factors that have caused this decrease in the effectiveness of advertising, I will mention five:

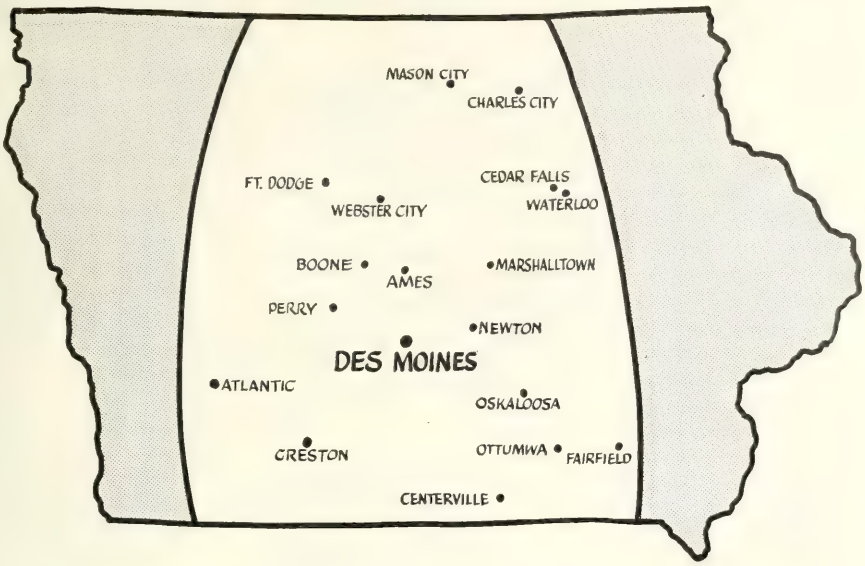
(1) Decreasing visibility of a given advertisement compared with the same size of space used a few years ago. This is due largely to the increased advertising lineage carried by most publications.

(2) The growing use of color in advertising at a greatly increased rate, which is gradually forcing advertisers to use color in order to maintain a dominating position, and is making it more and more difficult for concerns with small appropriations to be seen.

(3) The material increase in publications, which raises the cost of maintaining a dominating position or even a significant position in the public eye.

(4) Forced circulation methods that carry publications beyond their normal market, with relative increases in rates and, in many cases, a decrease in returns per thousand circulation.

(5) Changing habits in the American home due to automobiles, hard roads, movies, radio, etc., that materially decrease the time available for reading publications. The very growth of homeopathic dose publications that cover all important topics of the day in a few terse paragraphs, proves that point and further increases the competition for reader attention.



One Exceeds *Nineteen!*

The daily circulation of The Des Moines Register and Tribune now exceeds the combined circulation of all the nineteen other daily newspapers published in the center two-thirds of Iowa.

Is it any wonder that a campaign in The Des Moines Register and Tribune exerts so great an influence on Iowa jobbers, retailers and consumers?

Circulation of Des Moines Newspapers

Net paid averages 6 months ending September 30, 1926.

Daily Register and Tribune....180,260
Sunday Register.....150,233
Second Daily Newspaper..... 48,553

The Des Moines Register and Tribune

A Bond House Breaks a Tradition

How One Firm Won Its Salesmen Over to Advertising

By John J. McCarthy

THE tobacco companies have not yet dared to advertise their cigarettes to women, but reputable bond and investment houses, on the other hand, are defying their own tradition and convention by launching complete advertising and merchandising campaigns. For old investment companies to advertise their wares, as the average manufacturer does, is a move, as unusual and provocative of comment in financial circles as smokes-for-women copy would be in the world of tobacco.

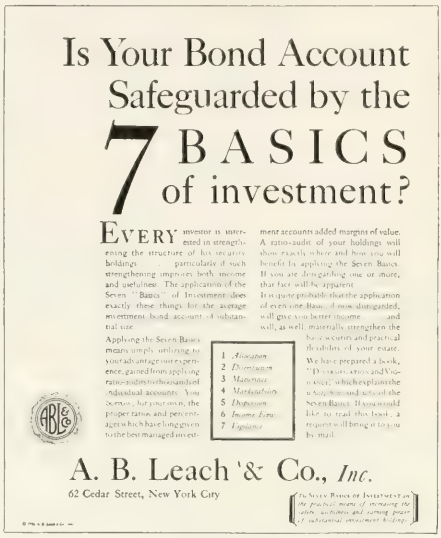
According to the best Wall Street traditions, advertising has never been considered good form. Even the most lenient Ward McAllister in financial circles would look askance upon any copy which contained an active selling idea. And, as to having a complete merchandising plan behind financial copy, and getting the salesmen to use advertising to secure business . . . well, it just shouldn't be done!

Consequently, most of the advertising which comes out of Wall Street, is confined either to technically worded offerings — often written by lawyers—or to purely institutional copy.

The advertising agencies serving these investment houses have geared their efficiency more in the direction of placing space quickly and accurately than of developing copy and merchandising ideas. Strictly speaking, they are specialized rather than general agencies.

The average bond salesman has the deep-rooted prejudice of the financial world against advertising. None of the enthusiasm of the manufacturer's salesman has crept into his veins. The bond man feels now, as the manufacturer's salesman felt at the dawn of the advertising era, that advertising will eventually displace him.

However, the new advertising day is already dawning for him. Prominent investment houses of long, honorable standing, are beginning to inject selling ideas into their advertising; and are beginning to educate their salesmen in the possibilities of the rightly-gauged advertising campaign. The bond men are beginning to see financial advertising in a new and brighter light.



TYPICAL of this new financial advertising movement is the present campaign of the A. B. Leach & Co., Inc., one of the oldest investment houses in New York. The Leach advertising is packed with selling facts—an out and out departure from the old type of financial advertising.

In addition, this campaign has been merchandized from every angle, and completely accepted by the entire Leach organization, especially by the salesmen. The latter are not merely acquiescent to the new style of advertising. They are enthusiastic about it. They employ this advertising in selling to every prospective customer on their lists.

How this was accomplished is an interesting story in itself:

According to Edmond Boushelle, the advertising manager, the copy of the Leach campaign is a combination of the institutional and sales types. It retains the background of the traditional financial advertising, and yet makes a direct effort to sell. The seven basics of investment; namely, allocation, distribution, maturities, marketability, dispersion, income flow and vigilance compose the actual copy appeal.

This advertising shows the investor how he can strengthen his bond structure by having his list of holdings regularly ratio-audited according to these seven basics; offering, at the same time, the facilities of the Leach Company to ratio-audit his securities and to make recommendations. This idea is being exploited in large newspaper space, supported by several attractive mailing pieces, picturing minutely the advantages of a Leach Ratio-Audit.

"The success of such an advertising campaign," stated Mr. Boushelle, "depends absolutely upon the cooperation you get from your salesmen. They can easily discourage customers from sending in their securities for a ratio-audit; which would block the purpose of the campaign and kill the advertising in the bud.

"Consequently, before making the advertising public, we sold it completely to our salesmen. We proved to them that the campaign would make their selling efforts easier, and that they were really the kingpins upon whom the success of the advertising rested. They alone could either make or break the campaign."

Here is how Mr. Boushelle won over the Leach salesmen to advertising in general, and to their

[CONTINUED ON PAGE 96]

A Page from The Christian Science Monitor

THE CHRISTIAN SCIENCE MONITOR, BOSTON, WEDNESDAY, OCTOBER 6, 1926 *A 3

RADICALS RALLY ROUND MALINOFF

Bulgarian Democrats May Co-operate With Agrarians —Strong Opposition

By Special Cable

SOFIA, Oct. 6—All the Sofia papers are devoting much space to the annual meeting of the Democratic Party which has just been held here. Alexander Malinoff, the Premier leader, who has been Premier on two occasions of the most critical moments in recent years, has now succeeded in uniting with the Democratic group all the Radical and Farmer parties, and has a strong armed body to support his policy. The Premier did not announce the formation of a definite coalition with Radical Democrats, but stated that the Democratic Party would be prepared to enter into negotiations with any party which would support the Democratic program. He also announced that the Democrats would support the Radicals in the Sobranje elections in 1927, although they would not enter the Premier's Cabinet.

Mr. Malinoff's policy will be to maintain the present Cabinet, which is working as a coalition of Democrats and Radicals, and to carry out the Democratic program with the support of the Radicals. The Democratic Party is now the strongest party in the Sobranje, and it is expected that Mr. Malinoff will be able to carry out his policy without difficulty.

MINERS DRIFT BACK TO WORK

Measures Being Taken in Britain to Protect [illegible] Continuing

EXPERTS DEBATE ARMS PROBLEMS

Commission on Limitation of Armaments at Adjourn Deliberations to Paris

By MEGH P SPENDER

By Special Cable

GENEVA, Oct. 6.—A joint committee of military experts and members of the disarmament commission will finish their deliberations on Oct. 8 and will meet again in Paris on Oct. 15 to consider the reports which the [illegible]

Upholder of the Home



MRS. A. H. REEVE
Speaker at Parent-Teacher Congress.

PARENTS' RIGHT IN HOME UPHELD

Dominant Over Church and School, Says Parent-Teacher Educator

Special from Monitor Bureau

NEW YORK, Oct. 6.—The primary rights and responsibility of parents in regulating the personal training of children in school, as against the assumption of this function by the school authorities, were stressed in addresses by a leading educator and the national president of the Parent-Teachers of the United States before the thirtieth convention of the New York State Congress of Parents and Teachers here.

Dr. John L. Foster, former State Commissioner of Education, declared the home to be the most important of the three great agencies of education, the church and the school being the other two. He said the home should defend that the home would perish without freedom.

Where the teacher must assist in maintaining the well-being of future citizens, society, he said, must be increasingly careful, but in case [illegible] parental responsibility, or [illegible] the home and its influence is a [illegible] menace.

Dr. Foster declared that while the preacher must not be allowed to come into the school with his particular religious doctrines the time has come for Protestant, Roman Catholic, Jew and Gentile to cooperate in inculcating some principles of religious teaching in the public schools, in order that every child will [illegible] may have an intimation, at least, of his moral and religious inheritance and his duty.

The same predominance of the home over the school in the education of the child was emphasized by Mrs. A. H. Reeve, of Philadelphia, president of the National Congress of Parents and Teachers.

"The schools are our agents," she declared. "Parents are the educators of their children. At a certain age to their education. We delegate the work to the schools. We need to maintain an active interest and supervision of the work of our agents."

Mrs. Paul B. Herrick of Kentucky, legislative chairman, reported that the executive board had this year given attention to two measures the Sloan Books Bill, which failed to pass in the State Legislature, and a measure providing for a one-year extension of the Federal Illiteracy Act, which passed the House of Representatives but was crowded out by other business. Those measures will come up for passage the next session.

RUSSIA CLOSES COMMISSION HOUSES

MOSCOW, Russia, Oct. 6.—The public prosecutor has closed 516 commission houses, representing different lines, within the Soviet Union. The functioning of Moscow without the assistance of these [illegible] is unanimously

The houses are charged with selling merchandise intended for the [illegible] their removal also with speculation and other activities in conflict with the Soviet laws. Fines are said to have been imposed on numerous members of employees when they presented with extraordinary requests from [illegible] and the Soviet officials and employees [illegible] under that every child will be [illegible] grant.

SHIPS RESCUE 12,000 CHINESE IN BATTLE ZONE NEAR HANKOW

Vessels Again to Cross Yangtze to Bring to Safety as Many More Refugees as Possible—Peace Negotiations Have Been Broken Off

HANKOW Oct 4 (AP)—Two rescue launches and several lighters have brought 12,000 women and children in safety from the embattled city of Wuchang, where northern and southern Chinese troops are attacking. The rescue was effected yesterday and Monday after a previous attempt had failed when the ships were driven back under [illegible] Both launches were protected by foreign warships from entering the British concession.

The British destroyer Mantis and the gunboat Kiang, which have been stationed in a British naval reserve here, left Wednesday for Chenglow, where the Peiping-Hankow railway is [illegible] Chinese employees of British residents.

OMAR KHAYYAM POEMS FOUND

LONDON, Oct. 6 (AP)—The discovery of previously unknown poems by Omar Khayyam is reported in a dispatch to the Daily Express from Kashgar, Sinkiang. The correspondent says workmen in digging for a foundation for a house at Seh-wan in the Khotan district, 300 miles from Kashgar, unearthed a brass casket containing a manuscript of thirty-three unknown quatrains written by Omar during his wanderings in Persia. The verses contain allusions to [illegible] Nanchang or the fate of [illegible] The Mediæ, a possible contemporaneous [illegible] of Tsinan, whose [illegible] [illegible] [illegible]

The Agency's Position in Business Economics

By Clarence D. Newell

President, Newell-Emmett Company, Inc., New York

THROUGHOUT the whole history of this business or profession of ours, the subject of agency remuneration has been receiving endless discussion. Publishers, advertisers and advertising managers have all taken a hand in it, and now the Government, through its Federal Trade Commission, seems to be taking an interest in it also; very indirectly and very tentatively, it is true, but none the less embarrassingly to us if their apparent viewpoint is supported by law.

Now, it is rather a surprising thing, with all this discussion going on, and most of it of a critical nature, that the advertising agents themselves have never taken a very active part in it. It might almost be said that the usual agency attitude has been one of negative defense, with its strongest gesture a challenge to the opposition to originate a better system if they do not like the present one.

And when one wanders around among one's fellow-agents and discusses the subject with them, it is again surprising to find the differences of opinion and the differences of understanding of the basic principles that underlie our method of business.

There are only two interests to be considered in any discussion of the present system of remuneration: that of the advertiser and that of the publisher. Between these two stands the agent, a factor not arbitrarily created over night, but gradually developed to meet the increasing needs of both of the interests involved.

Obviously, however, the agent is an intermediate factor, not a principal, and the methods by which this intermediate factor operates cannot, therefore, be considered in any relation to the advantage or disadvantage to the agent, but must be considered solely as to their advantages or disadvantages to the two prime factors in the situation, for whose benefit the agent exists.

If it can be shown that the interests of publisher and of advertiser are identical and that the present system best meets this identical interest, then the present system should remain.

If, however, it is found that, because of conflicting interests between advertiser and publisher, the present system is not of advantage to both interested parties, then the present system is inequitable and should be changed.

THE first point to be covered, then, is to consider and compare the interests of advertiser and of publisher and to determine the extent to which they are identical or the points at which they diverge.

Advertising may be considered both as a method of business and as a productive service to business.

Advertising as a method of business has for its objective the increase of sales volume.

Its cost may be added to current selling expense in the belief that such addition will increase profit to a greater degree than it increases expense. Or it may be invested out of capital or surplus in the belief that at some future time it will yield a profit on that investment.

In either case, whether as a current expense or as an investment, its objective is the increase of sales volume at an eventual profit.

The mere use of advertising, however, does not *guarantee* the attainment of this objective.

The hazard of advertising, and please note that term well, for I am going to use it frequently, is probably greater than in any other form of sales expense or of investment. And, if that hazard goes against the advertiser, there is no salvage, for he has bought a thing which it is impossible for him to sell again, even at a loss.

Any system, therefore, that lessens the hazard of advertising is one in which the *advertiser* has a vital interest.

Advertising as a productive service to business divides into two distinct parts:

First, the production and sale of the medium through which advertisements reach the public.

Second, the selection and use of that medium to the best advantage of the advertiser.

It is estimated that in 1925 nearly $400,000,000 was spent by advertising in newspaper and periodical space, exclusive of local newspaper advertising. Of this amount, approximately eighty-five per cent was paid to those who provided the medium for carrying the advertisements to the public. The remaining fifteen per cent covered the cost of using this medium selectively and of creating the matter to be communicated.

The publishers of the country are the providers of this medium. Their revenues from its sales not only must yield them a fair profit on operating cost, but must justify the tremendous investments that they have made in production side of their business, for these investments could not be justified on the revenue from the sale of their publications alone.

THE retention and development of the market for this medium is a matter of prime necessity to the publisher, and this market can be protected and increased only in ratio to the decrease in the *hazard of advertising* to the advertiser.

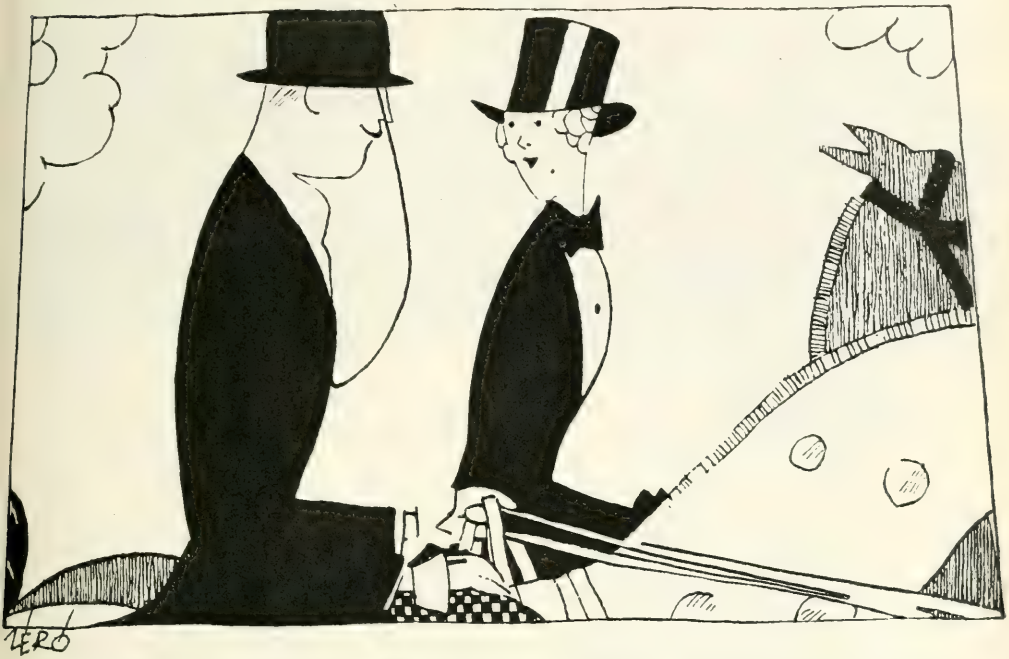
Therefore, the cutting down of this hazard of advertising is an identical interest of both advertiser *and* publisher, and it is the most *vital* interest that each has in relation to the whole subject.

If, then, the advertising agent does not serve this common interest, his total *elimination* rather than the method of his remuneration is the question of greatest moment to both advertiser and publisher, for he represents a cost of approximately fifteen per cent to the advertiser and to the publisher.

The modern agency is a group of specialists who bring to bear on

[CONTINUED ON PAGE 82]

"The TALK OF THE TOWN."



HE: *"I am sending your sister 'The White Box' for her birthday."*

SHE: *"Good idea! And don't forget that we are twins!"*

The line of Park & Tilford Candies is extensive and elaborate.

The simplest package of all was chosen as a value-demonstrating leader, named *"The White Box"*, and advertised with an Interrupting Idea.

The result is steadily increasing sales, not only of *"The White Box"*, but of all Park & Tilford Candies.

The Federal Advertising Agency, Inc., of 6 East 39th Street, New York, have here applied their Interrupting Idea principle to the merchandise as well as to the copy and the art.



Courtesy New York Central Lines

What You Can Learn From Freight Tariffs

By Albert H. Meredith

IT is but natural to think that a freight rate is a matter of quoting so many cents per 100-pounds to transport the goods. It is not. It is more.

In the market, the price for a bushel of peas is definite. In quoting a freight rate the price (that is, the cost of transporting the goods) hinges on a second element: Are the peas to be used as vegetables or for soil fertilizer? The freight rate in one case will be about four times what it would be in the other.

Is the ordinary dauber, as used by a shoe-black, a toilet appliance or a piece of machinery? The highest court was obliged to decide between two freight rates to determine this dispute. Here is another instance. "Pearline" is advertised as suitable for laundry purposes and also for toilet uses. When shipped by freight, the one purpose yields one rate quotation while the other gives a different one; the lower demanded by the manufacturer and the higher assessed by the railroads. Again the courts had to adjudicate.

A shipper would, without second thought, ship raisins as "dried fruit." If he did so he would be penalizing himself for his thoughtlessness (or lack of expert counsel) because raisins enjoy low freight rates; a favor originally granted to the California growers in order to permit them to compete in Eastern markets with European raisins, but since extended for all raisin shipments eastbound but not westbound: a concrete illustration of the freight rate being controlled by market competition.

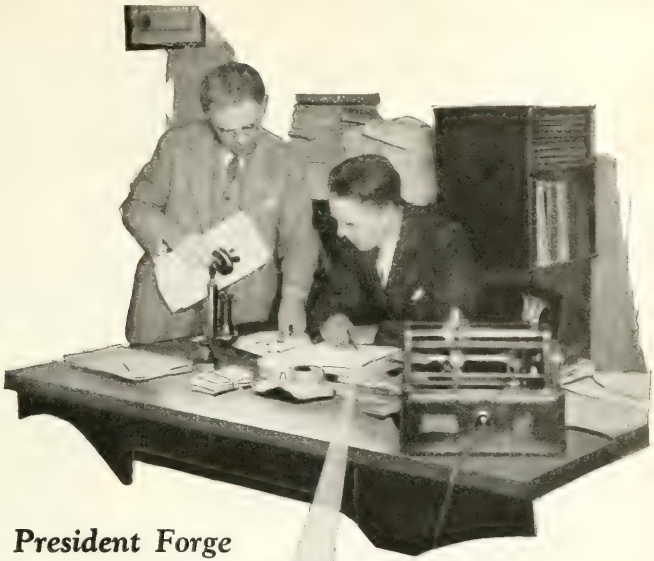
The "rate" for any commodity is a compound of two separate and distinct factors. One has to do with the transportation service; the other with the nature and purpose of the goods. In a few sections of our coal mining States, coal is produced coincidently from two veins; the one thick and the other thin. The thin-vein coal is more costly to mine. Yet for shipment to the market the railroad tariffs distinguish between "small-vein" and "big-vein" coal, although the two require precisely the same equipment, movement and handling. The wage contracts of the mines define the two grades for purpose of wage adjustment; in the market, the two are commercially different according to the percentage of impurities, but without reference to thickness "in place." For freight-rate making, the railroads have established a third definition.

So complicated is freight-rate making that the "rate" is a sort of complex of everything. The "classification" of the object to be shipped is quite as essential as the cents per 100-pounds for the transportation. The result is that deliberate mis-classification—always of course with the shipper trying to under-classify and the railroads to over-classify—never ends. A common device for favoritism is for the carrier to encourage under-classification, whereby the shipper obtains a lesser price for the transportation through falsely describing the commodity.

SINCE the freight rate is a complex of two elements, the traffic expert does more than merely contend for the lowest quotation (it being taken for granted that his is also the task of determining routings). He is continually on the alert for more favorable classifications of the company's raw materials and its finished outbound product. The size and shape of a bale of cotton, the number of steel "ties" that bind it, and the density of compression alter the cost of shipment; for ocean carriage, penalties accrue and occasionally liability to the vessel follows for certain careless baling. In domestic shipment, many commodities enjoy a lower rating when

[CONTINUED ON PAGE 88]

It takes seven hours



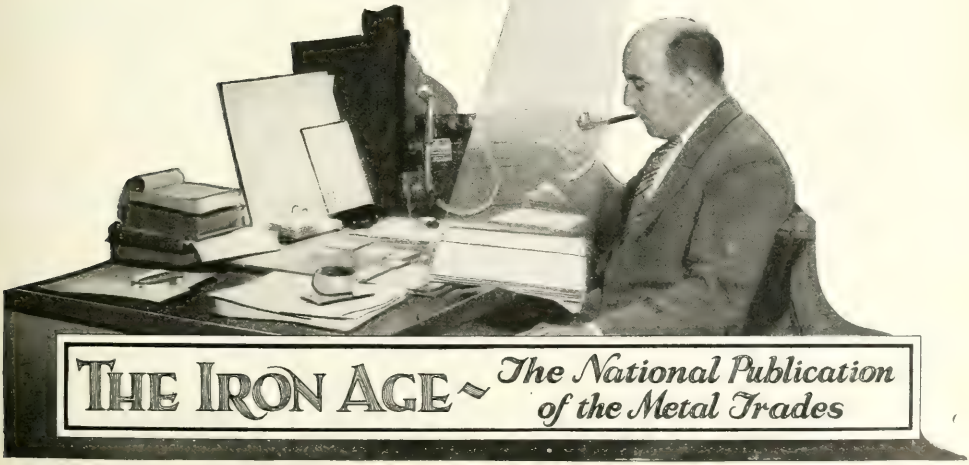
To prepare for President Forge the trade news resumé he reads in three minutes

The head of the Reader Service Department each week goes into "heavy" conference with the Managing Editor, to glean from the galley proofs the news of the week's issue. Story after story is read, appraised, reviewed in the smallest possible number of words which will tell the busy reader whether he wants to read the article.

It is a long and tedious job and must be accurately and concisely done or is worse than worthless. But it is done each week, then printed on an orange bordered insert in the heart of the editorial section so it can be instantly found without consulting page numbers or indices—all to save a few minutes for Mr. Busy Reader.

That's why he reads THE IRON AGE

It's just another source of the reader interest that keeps the renewal percentage high—and makes The Iron Age the choice of 1200 regular advertisers who want their advertising read.



THE IRON AGE ~ *The National Publication of the Metal Trades*

The Tone of Voice in Copy

By G. W. Freeman

"EASY to write, hard to read," was declared by Robert Louis Stevenson to be an axiom of the scrivener's art . . . and advertising writing cannot escape the laws that govern the creation of all effective copy.

Two people utter identical phrases, and one repels by his truculent gruffness, whereas the other with soft and pleasing tones, charms. That is a matter of tone of voice.

The printed word offers few mechanical devices for indicating stress and manner, and so the advertising writer must employ words as tools for modifying stress and tone, and by his literary style develop a pleasing tone of voice in his copy.

The pictorial side gets painful thought so as to make the advertisement *appeal*. And then the one element that can really appeal to the mind and to the imagination is dismissed with "Make it brief," or "Just talk naturally."

"Natural" copy is the hardest to write. It takes most labor, that is, if it *seems* natural. For most copy that is written "just like you talk" reads like nothing under heaven.

Here is a piece of copy written "naturally" by an engineer for a manufacturer of rubber belts:

". . . the present day farmer will buy only the best, regardless of initial cost, for experience has taught him that low first costs invariably mean higher ultimate costs."

That's natural writing. But does it sound as natural as this:

"Did you ever buy a likely looking scrub cow only to find that she never gave enough milk to pay for her feed? If you have, you've learned that low first cost does not always pay best. There are scrubs among farm belts, and there are pure-breds, and you know which kind will give you satisfaction."

Professional rhetoricians bid us avoid "alliteration's artful aid." And yet there is a valid reason why we, as copy writers, should employ it. Alliteration formed the basis of the early poetry of our race, and that early influence is persistent.

Our forefathers, sitting through long cold evenings in their draughty halls, drank and sang in unison, eagerly beating time to the alliterative syllables of the song. Consider this stanza from the Anglo-Saxon Chronicle (937 A.D.):

Her Aethelstan cynig, eorla drighten
beorna beahgifa, and his brothor eac
Eadmund Aethling, ealdor laugne tir
ge slogan aet Saecce, suorda ecgum.

Vowels alliterated with any other vowels, as in the first and third lines. See how the b's beat through the second line, and the s's through the fourth.

Alliteration is valuable in headlines. "Montreal or Miami, it's all the same to a Marmon," is more effective than "Palm Beach or Quebec, it's all the same to a Marmon." The value of the alliteration is in its swing and tinkle.

But alliteration is attractive and useful only in headlines. In body text it gives an effect of insincerity. Consider this bit of copy which appeared in a booklet issued years ago by an advertising agency:

"We produce copy that causes prospects to pause, ponder and purchase."

That not only sounds *strained*, it bears the earmarks of the "smart alec."

RHYME is always to be avoided in headlines, just as every copywriter shuns accidental rhymes in the body of his text. And yet, while rhymed headlines and rhymed text are anathema, rhymed slogans are worth their weight in platinum because they jingle around in the brain like an unforgettable tune:

"The Wilson Label Protects Your Table."

"Read and Write by Emeralite."

These belong right along with "Thirty days hath September" and "Punch, brothers, punch with care, punch in the presence of the passengaire." And for the same good reason—we can't forget the rhyme.

We all know that words suggest related ideas—connotation. The more pleasing the connotation, the more pleasing the effect of the word. The classic horrible example once quoted by an otherwise intelligent advertising man was "Make the old home into a new house." And I personally don't believe that any advertising man, not even the boss's younger brother, ever wrote that!

But aside from their connotation, are there any pleasing words—or unpleasing ones? In and of themselves, pleasant or unpleasant?

THUS there is a displeasing sequence: The liquids, "l" and "r," are closely related in sound, and like people that are closely related, they do not get along well together.

Consider this sentence from a recent "Sunmaid Raisin" page advertisement in the *Post:*

"If you like delicious, wholesome, full fruited raisin bread."—

I defy anyone to read that the first time and not say, "delicious, wholesome, full fluited raisin bread," or at least "Full fruited laisin bled."

It's like that classic tongue twister, "The rat ran over the roof with a lump of raw liver in its mouth."

Discordant sounds have their use, however, for the skillful copy writer will employ them when he touches lightly on those conditions which he wishes to appear unpleasant. Thus a Weed Chain advertisement, which described the "smug" content of the foolish driver who left his chains back in the garage.

But on the positive side of the subject. Are there pleasing words?

Who does not roll such words as these under his tongue?

Power	Progress
Purple	Proven
Promise	Providence

And as for "profit"—the greatest of these is Profit.

Closely allied to "v" is "f," and r-p-f is almost as pleasing at r-p-v.

Consider these trade names—

Paramount Pictures
Packard
Peerless
Pierce Arrow
and
Ivory Soap

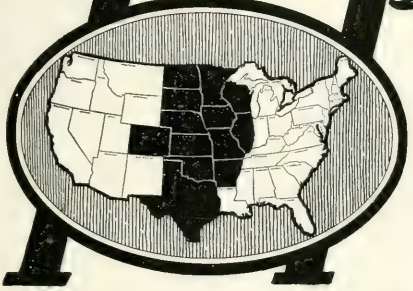
See how they are charged with "r's" and "p's."

Contrast these two pieces of copy—one full of "r's" with one "f" and one "p," and the other a succession of "k" sounds:

[CONTINUED ON PAGE 46]

Portions of an address delivered before the Direct Mail Advertising Association at Detroit.

Preferred position



The experienced advertiser strives to obtain preferred position in the media carrying his advertising. The advantages of certain positions are so well known that they often command a premium.

In its natural sphere of concentration and influence Capper's Farmer has the "preferred position" of the entire farm market. Its thirteen states produce a majority of the major food crops, a half of the cotton and a large proportion of the dairy and poultry products. This produced wealth means great accumulated wealth and buying power.

NOTABLE AMERICANS

whose articles and interviews have appeared recently in Capper's Farmer:

WILLIAM M. JARDINE
ELBERT H. GARY
HERBERT HOOVER
ALEXANDER LEGGE
FRANK O. LOWDEN
THOMAS A. EDISON
FINLEY P. MOUNT
OWEN D. YOUNG
JULIUS H. BARNES
ALFRED P. SLOAN, JR.
JOHN N. WILLYS
WM. COOPER PROCTOR
G. F. SWIFT
GUY E. TRIPP
WILLIAM WRIGLEY, JR.
POWEL CROSLEY, JR.
L. W. BALDWIN
E. H. H. SIMMONS
SAMUEL M. VAUCLAIN
E. J. BODMAN
AARON SAPIRO
L. F. LOREE
BRIG.-GEN. H. M. LORD
DR. CHAS. M. SHELDON

Distinctive Copy

With his preferred position the advertiser strives for distinctive copy—forceful, interesting copy that will demand attention and command respect

The editorial contents of Capper's Farmer is "distinctive copy,"—terse, interesting material so personally keyed to its territory that it has the respect of hundreds of thousands of ambitious farmers. Agricultural problems as seen by the business world are discussed in Capper's Farmer by many notable Americans. Farmers themselves write 50 per cent of the material, county agents and staff writers contribute much, hack free lances none. It's unlike any other national farm paper.

Capper's Farmer

Published at Topeka, Kansas — by Arthur Capper

NEW YORK CHICAGO DETROIT CLEVELAND ST. LOUIS KANSAS CITY SAN FRANCISCO

The 8pt. Page
by
Odds Bodkins



ADVERTISING plays too large a part in modern life. That was proved to the satisfaction of the majority of the audience at the International Debate between Cambridge University and Columbia University in New York the other evening.

I couldn't be there myself, but I agree with the decision. Or at least I think commercial advertising has come to play too large a part in our lives. It is insistently demanding, and so influential for selfish purposes. But I believe that advertising is going to play a much larger part in our lives within the next ten years; and to our benefit. It seems as though we are on the verge of discovering how to use advertising for unselfish social purposes.

Within a decade we are going to look back on the advertising of today and marvel that so little of it was anything but commercial. For we shall be using advertising to teach people how to use their money, their bodies, their homes, their communities, their very lives, more efficiently. Yes, advertising will play a much larger part in our lives in the future, but the complexion of advertising will be considerably changed.

—8-pt—

"Recently," says E. W. F., "you commented on advertisements directed to some particular reader, mentioning an advertisement addressed to 'a married man with two children.' I wonder if you have ever run across this story of Dean Swift: One morning the good dean began his sermon, not with 'Dearly beloved brethren,' as was his usual custom, but with 'Dearly beloved Roger,' for Roger, his parish clerk, was the only person present."

To me the interesting thing about this story is that had the church been full, the sermon would have been listened to with the greater attention by the entire congregation had the dean begun his sermon, "Dearly beloved Roger" just the same. For people do like to listen in on other people's affairs. Few advertisers seem to realize this.

—8-pt—

"The task of an investigator requires for its success the toughness of a soldier, the temper of a saint, and the training of a scholar," says Sir Humphrey Davy.

It seemed to me that this was not quite comprehensive as a specification, but I couldn't think what was lacking. But my Boston friend H. L. S. supplied the missing ingredient. "Sometimes," he observed, "it seems as though it also requires a tremendous amount of luck!"

—8-pt—

At the masthead of the militant Carl Magee's New Mexico paper appears this quotation: "Give light and the people will find the way."

Isn't that a fine thought for all of us who work in advertising or journalism to keep in mind?

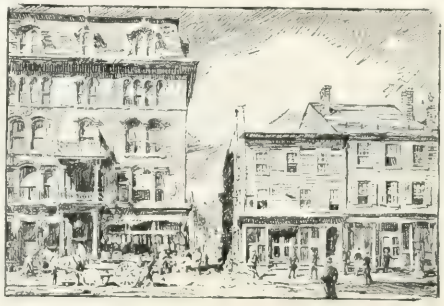
—8-pt—

One sometimes wonders if we of today realize just how fast we are going. I was almost startled this afternoon when I ran across this statement in a promotion book just published by the Hartford (Conn.) *Times:*

"It required ninety-nine years for the *Times* to reach, in 1916, a circulation of 27,000 copies. Now, ten years later, it reaches 55,000."

Something to ponder, that: ten years to double the record of nearly a hundred! Partly, this can be explained by momentum; but to a considerable extent it represents acceleration.

Two other things in this *Times* booklet were very interesting to me. One was the statement that the columns and terra cotta which went into the new building just erected by this famous old New England newspaper were from that little architectural gem, the Madison Square Presbyterian Church, which was razed not so long ago to make way for the Metropolitan Life annex. The other was this delightful cut of the birthplace of the *Times* (the building to the right of the alley) on New Year's Day, 1817.



Bruce Barton sends me a copy of a letter in his father's collection which throws an interesting light on newspaper publishing in Lincoln's time. Nowadays much advertising is foisted onto the newspapers in the guise of news, but in the 1860's it seems that much news was run as advertising.

The letter in Dr. Barton's collection is from W. J. McDonald, secretary of the United States Senate, to the Hon. Solomon Foot, Senator from Vermont, in reply to the Senator's request for information as to the cost of advertising Lincoln's second inaugural in the Washington papers. It reads:

OFFICE OF SECRETARY
OF U. S. SENATE
Washington, Feb. 27th, 1866,

Hon. Solomon Foot,
United States Senator
Dear Sir:

In answer to your inquiry in regard to the charges paid to City Papers for advertising the Programme of the Inauguration ceremonies on the 4th of March last, I have to inform you that there was paid:

To the	*National Republican*	$107.40
" "	*Evening Star*	75.00
" "	*Nat. Intelligencer*	45.00

The *Chronical* also advertised it but has not yet rendered its bill.

With sincere hopes of your speedy restoration to health, and your accustomed seat in the Senate, I am, my dear Sir,

Most truly & sincerely.
Your friend and servant.
W. J. McDONALD.

—8-pt—

Count Leo Tolstoy wrote in an early diary: "The most powerful weapon for the conquest of real happiness in life is to emit from one's self, like a spider, without any restraints, a whole lot of love and to catch into it whomsoever one encounters."

—8-pt—

October 23d marked an interesting milestone in Boston advertising, for it was the 70th birthday of one of Boston's oldest advertising men—Franklin P. Shumway. It was forty-six years ago that Mr. Shumway set up in business as an advertising agent under the name Franklin P. Shumway Co., and in this young profession of advertising forty-six years is almost antiquity! May F. P. S. live many years longer!





Would Your Product Be "*At Home*" in This House ?

Would it contribute to proper construction, equipment or embellishment? Would it enhance interior decoration or furnishings, or lend beauty to the lawn and grounds? This attractive home with its livable atmosphere and impression of well-being is typical of the 80,000 homes (and more) into which The House Beautiful goes on its twelve monthly visits each year.

And it is in such homes as this that master and mistress take that interest in plan, construction and ornament which is, in fact, a sustained and alert curiosity in what makes for the best in correctly appointed housing.

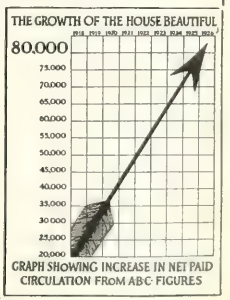
With its ever-increasing circulation in homes of character, The House Beautiful not only affords the advertiser a thoroughly sympathetic contact but, in addition, gives an excess circulation above its rebate-backed guarantee of 80,000 (A.B.C. figures).

Shall we submit rate card by mail or personal representative?

THE HOUSE BEAUTIFUL

8 Arlington Street **Boston, Massachusetts**

A Member of the Class Group



GRAPH SHOWING INCREASE IN NET PAID CIRCULATION FROM ABC FIGURES

Common-Sense Buying

[CONTINUED FROM PAGE 20]

Often it is possible to show a manufacturer from whom you buy how to reduce his costs and hence his prices. That is a far more effective and safer way to get a low price than to rely upon superior bargaining power.

Henry Ford regularly sends his engineers into the factories of those from whom he buys, to show them how to reduce costs. But when Ford's name is mentioned the tendency is to say: "Oh, well, that's all right for him. He can do a lot of things that others can't afford to do. And, besides, his purchasing power is so large that people will let him do things they wouldn't let another do."

ALL right, I will leave Ford out of it. The Warner Gear Company of Muncie, Ind., which makes transmissions, gears and differentials, has done the same thing. It has aided its suppliers to study their production methods. The Warner Gear Company naturally expects to get the benefit of betterments in a lower price, but the supplier benefits in the assured retention of a big customer on whom selling expenses need no longer be spent. The lessons in efficiency which he learns often make him a better manufacturer all along the line.

It was partly through its ability to get lower prices in this way that the Warner Gear Company was able some few years ago to slash the price of one of its assemblies very nearly in half.

Although price is not all that there is to buying, it is a factor which cannot be ignored.

Insistence on special products to suit a trick design, which could just as well be changed so as to use a standard product, is a cause of great waste. So long as the purchasing agent remains a sort of glorified clerk, taking orders from draftsmen, factory foremen and any one else who can get hold of a requisition blank, he can do little about this. But those who have graduated into the councils of the great, and who are listened to, can show their designers and production men the way to great economies through standardization.

I have just mentioned the fact that the Warner Gear Company was once able to cut the selling price of one of its assemblies about in half. Part of the cut was made possible by common-sense buying. Part was due to teaching customers how to buy.

The company had been making a standard assembly which just as it was could have been used in the cars made by a dozen or so automobile manufacturers. But the designer of each car had his own idea as to how the standard assembly should be changed in some unimportant particular to make it "distinctive." Sometimes the position of a bolt-hole was ordered to be changed a fraction of an inch; another designer would want some other dimension changed slightly.

The result was that instead of getting the economies of quantity production, the Warner Gear Company was forced to make what should have been truly a standard product almost as a custom tailor makes a suit.

Finally the Gear Company approached a customer with the story. "If you will stop insisting on petty changes," it said, in effect, "we shall be able to achieve economies which will enable us to reduce the price to you materially. Is a special nut, or a shifted bolt-hole worth a half million dollars to you?"

It was not. The automobile manufacturers instructed their engineers to redesign their products so that they could use the Gear Company's standard assembly. As a result the costs of several makes of cars were reduced by millions of dollars.

Designers seem to feel that in order to justify their existence, they must design. They would be worth more to their employers if they would exert themselves to find ways in which standard products could be used in their designs.

A designer too often is under the sway of the sales department. To serve best he should act as an equalizer to balance the usually opposite pulls of the sales and the factory departments. The sales department wants talking points. It too often gets them by adding an unnecessary eighth of an inch to this part, or putting an extra bend in that one, or changing the formula of an alloy slightly from standard. If such parts are made in the factory, labor and overhead go up; if the parts are bought, the price—that is the material cost—goes up.

TAKE a manufacturer of brass plumbing fixtures who was using, at the urgent request of the salesmen, no less than sixteen different alloys. There was no reason for it except to give them an imaginary talking point. An investigation showed that ninety per cent of the sales were of fixtures made with two of the sixteen alloys. When the superfluous fourteen were discontinued, the purchasing agent was able to buy ingot metal at a half cent a pound below the previous price, simply because his requirements were more attractive to the suppliers. There was no sacrifice in quality nor in the ease of machining the product.

Designers who are allowed to make frequent changes in the style of the product make intelligent buying out of the question. I frequently find that a concern is loaded down with parts which have become obsolete through the redesign of a product. Frequently the inventory must be written down many thousands of dollars merely because some designer began redesigning in order to justify his presence on the payroll.

Really successful manufacturers are conservative in making design changes whose value has not been proved to be worth the cost.

The practice of allowing anyone to specify the type of supply he fancies makes economical buying practically out of the question. Yet in many plants it is still customary to give books of requisitions to foremen, and others, and allow them to specify exactly what they want.

IN one plant nearly every foreman had his own ideas as to what kind of tool steel was best adapted to his work. To keep a moderate supply of each variety in stock, 675,000 pounds of tool steel were required. When the buying of this material was centralized, a much smaller variety was made standard, based on tests. The average inventory is now only 77,500 pounds. In the same way, by applying the principles of simplification, it has been possible to reduce the inventory of machine steel from 604,000 pounds to 73,000 pounds. Aside from the reduction in carrying charges, and in the money unproductively tied up, the business is more attractive to the steel makers.

What applies to the manufacturer often applies with equal force to the retailer where sensible buying is concerned.

Retailers face all of the problems in buying that face manufacturers, and usually the buying is not conducted at all scientifically. An interesting and somewhat revolutionary experiment is now being tried by an organization which operates more than a hundred five and ten cent stores.

It has in its central buying office an exhibit of the hundreds of items which it buys. Each is labelled with the price which the concern is now paying for it, and the quantities in which it is bought.

This exhibit is a constant spur to competition. Naturally some of the sellers do not fancy the idea. They consider it unethical. Yet if it is perfectly ethical for a store to mark the selling price upon its goods, for all to see—and any other policy is nowadays considered not quite ethical—why is it not equally ethical to adopt the same methods in buying? A diplomatic salesman can get nearly any buyer to disclose in private what he is paying. Why is not an open and above board method

[N. B. This advertisement is one of a series appearing as a full page in The Enquirer. Each advertisement personalizes a Cincinnati suburb by describing the type of woman characteristic of that suburb; in each advertisement, too, The Enquirer's coverage of the district is shown.]



Mrs. Mt. Washington
. . . "far from the madding crowd"

A BROAD street drowses in the Autumn sun. Giant maples, masses of brilliant foliage, nod gently in the breeze. A big, white house, standing beyond a leaf-strewn lawn, seems to nod, too, quietly, peacefully. . . . You might be a million miles from any city.

But step inside the house. A wood fire crackles in the fireplace. A bridge table stands at one side; a phonograph is playing an opera classic. And over near the window, Mrs. Mt. Washington, modishly gowned, is pouring tea for a trio of guests . . . Nothing "country" about this scene!

And actually, Mrs. Mt. Washington, despite the faraway atmosphere of her community, is very close to the city. Either the family sedan or a bus will take her to Fountain Square in 40 minutes. The result is that she visits the theaters, the concerts—*and the shops*—nearly as often as does Mrs. Avondale or Mrs. Hyde Park.

Mrs. Mt. Washington has learned to shop efficiently, too. Each morning she sandwiches The Enquirer between breakfast and housework. She studies its shopping news, notes carefully style hints and store announcements. When she reaches the shops a few hours later, this information is still fresh in her mind.

Mrs. Mt. Washington represents many women—201 Enquirers are delivered daily to the 323 residence buildings of her community. But the important fact, Mr. Advertiser, is that her shopping habits are also the shopping habits of a host of women from Madisonville to Westwood. And the morning paper—The Enquirer—that influences her likewise influences all the others.

PAUL BLOCK, Incorporated
New York Chicago Detroit
Boston Philadelphia

THE CINCINNATI ENQUIRER



R. J. BIDWELL CO.
San Francisco Los Angeles

"Goes to the home, stays in the home"

Preaching and Practicing

MORE than ten years ago we were convinced that direct advertising is a definite medium, with its own guiding principles, its own technique, its own possibilities.

—that where its use is indicated, nothing else can do the work so well as direct advertising.

—that when it is indicated, it should be executed by an organization specially fitted for the work by experience, practice, and by specialized facilities.

Such convictions prompted the organization of Evans-Winter-Hebb *Inc.*, and such have guided our development and the conduct of our growing business.

And now they have inspired a little book:

DIRECT ADVERTISING

How it is preached and practiced as a definite advertising medium

A copy of this booklet will be gladly sent free to executives who are determined to use direct advertising on a businesslike basis.

EVANS-WINTER-HEBB *Inc.* Detroit

822 Hancock Avenue West

EWH

The business of the Evans-Winter-Hebb organization is the execution of direct advertising as a definite medium, for the preparation and production of which it has within itself both personnel and complete facilities: Marketing Analysis · Plan · Copy · Art · Engraving · Letterpress and Offset Printing · Binding · Mailing

more ethical, and more effective?

The seller looks over the display. If he can beat the price, he has to prove only that he can make deliveries on time, that his quality will be up to standard, and that his concern is stable and apt to stay in business.

This policy promises to be adaptable to many items of commerce. It certainly is a commonsense plan.

The narrow view is that buying policies and methods can affect only the material cost of a product. Actually, sound buying can reduce every element of cost: material, labor, and overhead expense.

Tone of Voice in Copy

[CONTINUED FROM PAGE 40]

"She will be beautiful of course in the rosy future pictured by a mother's dream."

"Wash your hair becomingly, always have it beautifully clean and well kept and it will add more than anything else to your attractiveness."

Now examine this from a recent Jordon offering:

Nimble, snug and hammock swung close to the skimming road, this fascinating car glides lightly on its way.

Count the "s's". That's the secret of its speed and action. For "s" is the symbol of the present active verb. It denotes action.

To speed copy use short words. Short sentences. Short paragraphs. Words filled with s's.

But speed isn't always what we are after. Sometimes a client prefers that we obtain results—and that often calls for *emphasis*. To give weight to any point use a few more words.

"Every drill is inspected 50 times" may be just as true as "Every drill is inspected time and again, thoroughly, painstakingly, and must meet no less than 50 separate tests", but it carries less weight than the longer sentence.

Don't be obsessed by the short-word, "mania". If you want weight, and even if you need a long word for beauty, don't balk at a polysyllable.

Short words aren't necessarily "good old Anglo-Saxon". Latin has given us "mob" and "vest" and "togs".

If you want *force*, I suggest that you try out a few words with initial "H". H is a forceful letter. Just open your mouth and let out a "whoop" or a "holler" and you'll see why. The Greeks called the H-sound a "rough breathing". Just listen a moment to this list:

Ha	Hand it
Halt	Here
Hold on	Hack
Hump	Hit
Hey you	Hate
Hult	Hell
Hark	

That gives us a clue to the strength that has been injected into this headline—This Blue Heart guarantees excess rope strength—"The Blue *Heart*" sounds stronger than the word "strength".



Outdoor Advertising

THE National Outdoor Advertising Bureau, an organization of some 225 advertising agencies, enables advertisers to place their Outdoor Advertising through the agency which handles their advertising in other media, and thus to ensure the most effective coordination of all factors in the campaign.

Any advertising agency which is a member of the National Outdoor Advertising Bureau will gladly furnish complete and up-to-date information regarding Outdoor Advertising.

National Outdoor Advertising Bureau

INCORPORATED

An Organization Providing a Complete Service in Outdoor Advertising through Advertising Agencies

1 Park Avenue, New York General Motors Building, Detroit 14 East Jackson Boulevard, Chicago

How Advertising Men Keep Posted

NO longer is it necessary to consult many sources for the news of advertising.

READ
THE NEWS DIGEST

Changes in Personnel
New Advertising Accounts
Publication Appointments
Changes in Advertising Accounts
Changes in Address
Are all reported in The News Digest

The News Digest bound as a separate section at the back of this issue will keep you up to date on all changes.

If you are not receiving Advertising and Selling regularly the attached coupon makes it an easy matter for you to get each issue.

One Year's Subscription (Including the News Digest) $3.00

ADVERTISING AND SELLING
9 East 38th St., New York
Please enter my subscription for one year at $3.00.

☐ Check Enclosed ☐ Send Bill

Name .....
Position .....
Company .....
Address .....
City .....
State .....

Canada $3.50 Foreign $4.00

A-S-11-3

Letters of Frank Trufax

[CONTINUED FROM PAGE 25]

Bayuk brands over in a bigger way in your store—can't we two salesmen, you and I, work a plan to sell more Bayuk brands to your good customers?

"Tell you what let's do. I'll put this poster on your window. For the next five days, when a smoker comes in, will you offer and sell him a Bayuk brand with your own personal recommendation of its goodness? Will you do that to at least two customers a day for the next five days? You *said* you wanted to sell more Bayuk brands; you *said* you wanted to do 'all' you can to give bigger orders. *Will* you just make up your mind to do just what I request? Forget about doing *all* you can; just do what I said."

THERE was a selling talk, I thought. No glittering generalities like "Give my brands a push"; "Get back of them a little harder," but instead a real concrete plan that simply had to pull results unless the dealer was kidding about his friendliness, and I don't think he was.

There's such dealers in *your* territory, my men. Dealers who can benefit themselves and benefit *you* by doing as Sam Goodfellow was taught to do.

Ten smokers in Goodfellow's store will be made acquainted with the superior goodness of Bayuk brands. Suppose five of them stick. That means a minimum increase of 5000 cigars a year for us. Suppose we could line up 1000 dealers to do likewise for us; that would mean a minimum increase of 5,000,000 cigars a year. Discount it by fifty per cent and it would mean a minimum increase of 2,500,000 a year: an increase not to be sneezed at, my boys!

Discount it again by fifty per cent and there's an increase of 1,250,000 cigars obtained by a selling talk that reflects more credit to you than the hackneyed, meaningless harangue to "Give my brands a shove, will you?"

I say the plan *will increase business.* What do *you* say?

Yours, forthedailytwo,
FRANK TRUFAX.

The Will to Win

To My Salesmen:

Did you ever make a wager on a horse race? Did you ever lay a bet on a baseball game? Did you ever put a piece of change on your favorite pug in a prize fight?

Sure, we did sometime or other. Sometimes we won and sometimes we lost. Yet, sitting on the side-lines we hadn't a doggoned thing to do with winning or losing. Maybe, if *we* rode the nag we would have won. Maybe, if *we* were at bat, we'd have socked the ball over the fence. Maybe, if *we* were in the ring, the other guy would have taken the count, but *we* weren't, and so if we won, we won; if we lost, we lost.

Now listen, boys. Did you ever make a bet when it's clean up to *you* to win or to lose, and even when you lose you *win?* Men, there's a *bet* that you spell with caps.

I mean, men, did you ever lay a wager on yourself? Did you ever back yourself to win? Win what, you say? To win what you *want* to *win*!

Do you wabbly wish or do you wilfully want to tackle some big idea, but "conditions against you" seem too gigantic? Define your desire! Consider well the cost and consequence of the step forward; on your scale of sound judgment accurately weigh the good and the bad points and then if you deliberately decide to transform the germ of a big idea into a gem of actual accomplishment, start something swiftly!!

Define your desire! That's it!! Charge your mind with the concrete thing you want to do, and then lay a bet on your own ability to *do it*!

You're going to get your accounts to pay according to terms; you are going to get so many (specify the number) new accounts weekly; you are going to make your territory give you so many dollars and cents worth of business and, by gad, you are going to *do it*!

Who are you betting against? Old Man Conditions—that's who lays odds against us. And who is he? He lodges in our imagination and scurries to cover when he hears the clarion call of *it can be done!*

I SAID a little while back that "even when you lose, you win." And, men, you do.

Peary bet years of his life he could win the honor of pinning Old Glory to the North Pole—even if he had lost, he would have won greater knowledge, larger experience. Peary didn't get cold feet. He said he wanted to reach the Pole; he defined his job and then he virtually *bet his life* he could do the job.

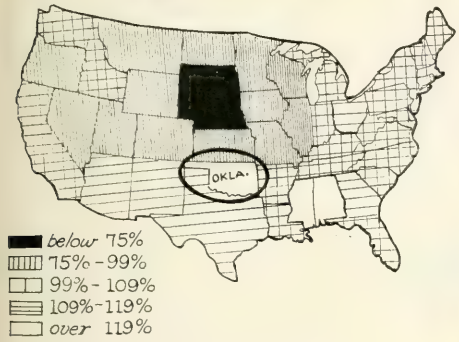
And so with us. As salesmen, what do we want to do in 1927? Better collections? Bigger sales? Closer distribution? What? Decide on what you want to do in concrete terms and then back your confidence to win against the field!

And remember, men, this fact: When you are betting on yourself to win, yours truly is with you till the ship sinks.

Yours, bettingonu,
FRANK TRUFAX.

[In an early issue we shall publish a further installment of Frank Trufax's letters to his salesmen.—EDITOR.]

Prosperous OKLAHOMA retains its crop leadership



For the third consecutive month Oklahoma leads all states in the condition of all crops, with a showing of 120.9 per cent—20.9 per cent above the average for the last ten years. The figures are those of October 1, 1926, by the U. S. Department of Agriculture.

Diversification assures Oklahoma a great Farm Income despite the low price of Cotton.

Oklahoma's greatest wheat crop, together with bumper crops of secondary importance, assure Oklahoma a prosperous year despite the low price of cotton.

The conservative Wall Street Journal believes that Oklahoma's 1926 income will be fully as large as that of 1925—if not larger. Read the following from this financial journal:

"Though cotton is the greatest of Oklahoma field crops, there is so great a diversification of agriculture that Oklahoma should be able to stand the reduction in price and still make a good showing.

"Aside from cotton, last year was not favorable compared with 1924. Yet, all agricultural products amounted to $443,768,000. . . .

"Last year Oklahoma had a deficient wheat crop. This year she will have one of the best ever raised. Thus, the wheat in the northwest will offset the decline in cotton in the southern half of the state. As other crops are good, the value of production should not go below last year even with a lower level of prices."

The Oklahoma Farmer-Stockman, Oklahoma's Only Farm Paper, produces farm sales in Oklahoma at lowest cost.

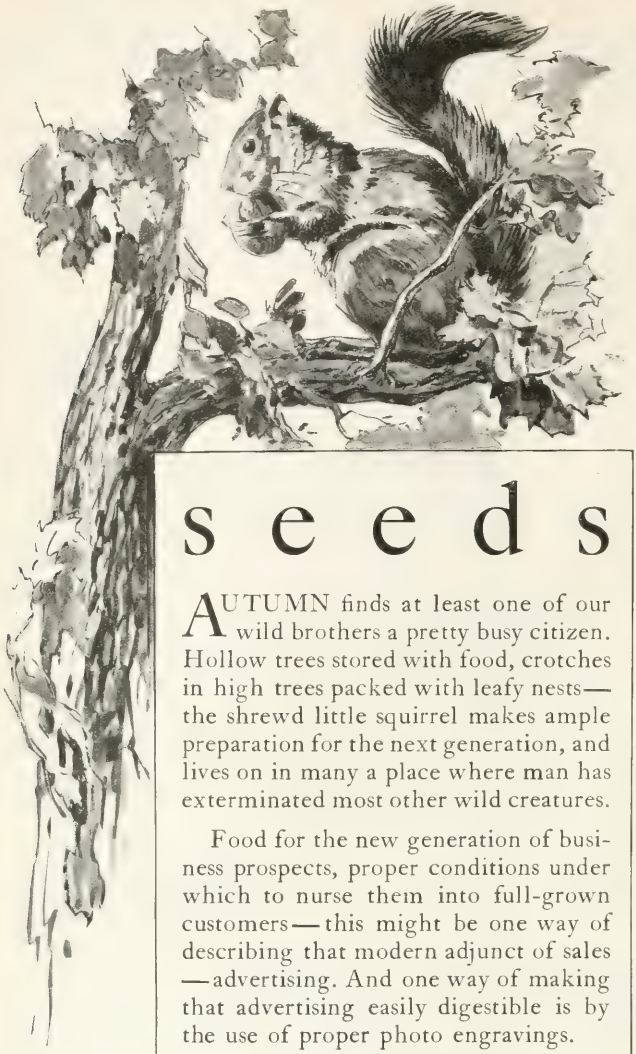
Carl Williams
Editor

The OKLAHOMA FARMER-STOCKMAN
Oklahoma City

Ralph Miller
Adv. Mgr.

E. KATZ SPECIAL ADVERTISING AGENCY

NEW YORK CHICAGO DETROIT KANSAS CITY ATLANTA SAN FRANCISCO



seeds

AUTUMN finds at least one of our wild brothers a pretty busy citizen. Hollow trees stored with food, crotches in high trees packed with leafy nests—the shrewd little squirrel makes ample preparation for the next generation, and lives on in many a place where man has exterminated most other wild creatures.

Food for the new generation of business prospects, proper conditions under which to nurse them into full-grown customers—this might be one way of describing that modern adjunct of sales—advertising. And one way of making that advertising easily digestible is by the use of proper photo engravings.

Just as the squirrel does not store bad nuts, the wise advertiser uses only the best—whether it be paper, typography, illustration or photo engraving.

Gatchel & Manning, Inc.

C. A. Stinson, *President*

[Member of the American Photo Engravers Association]

Photo Engravers

West Washington Square to 230 South 7th St.

PHILADELPHIA

Higher Rates—Smaller Space Units?

[CONTINUED FROM PAGE 27]

outside the arena, looking on, is that these natural business allies can, with sanity, take no other course than to try to adjust their mutual relationships to economically fit conditions as they arise, in a manner that will secure profit and success for both.

ONE of the most encouraging conditions of this problem would seem to be the fact that the natural adjustment that may be forced in the near future should be a great benefit to the three chief parties in this commercial relation:

1. The decrease of paper supply, either by reason of its increased cost, or its scarcity, will reduce size or quantity, or both, of the units of publication.

   Thus the large reduction in space volume will justify increased rates, to repay the proportionate loss of lineage.

2. The increased cost of space would then inevitably cause advertisers to reduce the amount of space used, in order to hold expenditure to a rational percentage. Thus the advertiser's benefit would come from the vastly larger value that his advertising would have when there would be a so much smaller total volume of advertising in the publication to divert, tire and confuse the eyes of readers.

   With all advertising reduced to type sizes that are more comfortably read, each piece of advertising would get vastly more attention, and thus have its effectiveness multiplied.

   The advertising volume of today is so tremendously beyond the attention and reading possibilities of human eyes and brains that only a small percentage of it now gets even a glance from any individual reader.

   If advertising could become reduced to a volume that human eyes could view and grasp, it would mightily increase the value of all advertising.

3. The consuming public today is inundated and weighed down by the burden of paper that must be handled when reading a newspaper or magazine that is well patronized by advertisers.

   The popular magazine has become a ponderous, weighty and awkward folio book that no one can read with comfort. The tremendously costly advertising that litters these magazines is little more than a great red and black blur to eyes that grow as tired as the reader's arms when he struggles to follow the mazy wanderings of a story from one page

to another fifty pages away, while jumping the forests of facing pages of advertisements between.

Natural law as well as human nature always fights abnormal conditions, until the normal returns again. The extravagant waste of the world's forests must sometime cease.

The increasing cost of paper and wages must some time cause a decreasing use of paper. The cost of doing business must find an inevitable limitation. The reading public will not forever wear out eyes and arms to permit advertisers to exaggerate and distort their fervid messages to the world in general.

Sanity will come out of all this frenzy that has developed with the mushroom growth of the advertising giant. It will be discovered, at a not too distant date, that type and illustration of a size that comfortably meets the area of normal human vision, will gain widest and surest attention and possess a larger influence on the reader than the ludicrous scarecrow ads that everybody knows to be the successors of the hawkers and "pullers-in" of old mid-Victorian days on the famous Bowery of New York.

THE old-time ballyhoo is getting as much out-of-date as whiskers for men and long dresses and long hair for women. The time is coming when a merchant would no more use the raucous megaphone in his advertising than he would use it in front of his store doors.

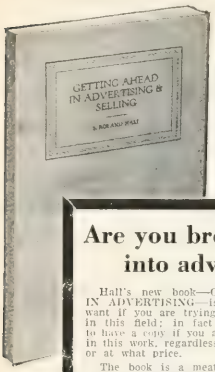
And the manufacturer will soon realize that people of today want to know more about the product that they will buy than is contained in a statement that occupies space costing ten to twenty thousand dollars, expressing the claim: "My goods are the best quality and the biggest sellers, and the proof of it is the fact that I can buy this large and costly space in which to make you think so."

Clever brains can write a headline for a two-column advertisement, alongside reading matter, that will win more interested attention than the blare of big space; and the logic of sound sense in the printed message will be more convincing of the desirable quality of the product than a double page of blatant ballyhoo.

Outdoor Advertising Association Elects Officers

At its thirty-sixth annual convention, the Outdoor Advertising Association of America elected officers for the coming year. All the officers were re-elected with the exception of W. W. Bell, secretary. They are: Kerwin H. Fulton, chairman of the board; Harry F. O'Mealia, president; Clarence U. Philley, vice-president; Tom Nokes, treasurer; Clarence B. Lovell, secretary and general manager, and E. Allen Frost, general counsel. Atlantic City, N. J., was selected for the 1927 convention.

we let the
A. B. C. and P. O.
statements tell
our circulation
story—
and then we
copper the bet
by disclaiming
the ability to
cover the greater
Detroit market
exclusively
no one paper
can do that



FREE *to you*

Hall's new book with Hall's great Library

Are you breaking into advertising?

Hall's new book—GETTING AHEAD IN ADVERTISING—is a book you will want if you are trying to get a foothold in this field; in fact you will be glad to have a copy if you are already engaged in this work, regardless of how, or where, or at what price.

The book is a meaty little volume of how to use advertising and selling ability to your own best advantage; it gives you hundreds of bits of practical experience in making your efforts count. It comes to you FREE with

S. Roland Hall's LIBRARY OF ADVERTISING AND SELLING

4 Vols., 3323 pages, 1090 illustrations, flexible binding, $1.50 in 10 days and $2.00 monthly.

This is the indispensable advertising and selling reference and home-study set. Hundreds of men and women are using it to push themselves ahead. Hundreds of experts in all branches of marketing have it handy for reference. Agencies throughout the country have these books in their libraries. Colleges and universities use the books as texts. If you're in advertising, or selling, or any branch of marketing, don't be without the good this set can bring you.

$20 worth of books for $17.50

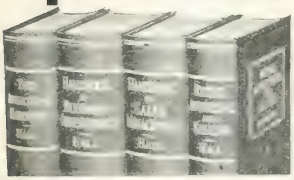
Only 7 cents a day

The big, well-paying jobs call for men with all-around knowledge of the entire selling business—advertising, personal salesmanship, planning, managing, etc. Add to your own experience a working command of the principles and methods that have been proved in the experiences of the most successful selling organizations. You get them—hundreds of them—in this great set.

Examine for 10 days FREE
No money down
Small monthly payments

Try the set for yourself. Examine it at our expense. If you like it, keep it; if you don't, send it back. It has helped and is helping others. There's personal wisdom in seeing, at least, what it can do for you.

Prove it for yourself
Mail the coupon now



FREE EXAMINATION COUPON

McGraw-Hill Book Company, Inc.
370 Seventh Avenue, New York

You may send me the HALL LIBRARY OF ADVERTISING AND SELLING for ten days' free examination.

If the books are satisfactory, I will send $1.50 in ten days and $2 a month until your special price of $17.50 has been paid. With the Library, I am to receive a free copy of Hall's GETTING AHEAD IN ADVERTISING AND SELLING. If not wanted, I will write you for shipping instructions.

Name .....
Address .....
Position .....
Company .....

A.F. 11-3-26

What Advertising Has Done for America

[CONTINUED FROM PAGE 21]

'90s, being the foundation of one or two large fortunes. In its development it had been a most generous advertiser. A time came when various concerns engaged in this line of manufacturing were merged and consolidated. There being no longer any keen competition, it was felt that it was now no longer necessary to explain to the public the value of this product or the superiority of one make over another. In order to save the large expense that had been made for that purpose, advertising was substantially abandoned.

THE inevitable result followed, which all well-informed trade quarters now know would follow. But the value of advertising was not so well understood twenty-five or thirty years ago. This concern soon became almost a complete failure. As I recall it, it had to be reorganized, entailing great losses. This line of trade was later revived under the direction and counsel of some of its old managers, and with the proper amount of publicity became a successful enterprise.

But let us turn from the unfortunate experience of the loss that occurred through lack of advertising to an example of gain that was made through the shrewd application of this principle. In a somewhat typical American community a concern was engaged in an industrial enterprise. Its employees were not required to be men of great skill. Oftentimes they were new arrivals in this country who had been brought up to be accustomed to the meager scale of living abroad. Their wants were not large, so that under the American rate of wages they found it possible to supply themselves and their families without working anywhere near full time. As a result, production was low compared with the number employed and was out of proportion to the overhead expense of management and capital costs.

Some fertile mind conceived the idea of locating a good milliner in that community. The wares of this shop were generously advertised through window display, newspaper space and circularization. I suppose that every head of a family knows that a new bonnet on the head of one of the women in the neighborhood is contagious. The result in that community almost at once was better wearing apparel for the women, which necessitated more steady employment for the men. The output of the plant was greatly increased, its cost units were reduced, its profits were enlarged, it could sell its product to its customers at a lower figure, and the whole industry was improved. More wealth was produced.

But the reaction went even further. The whole standard of living in that locality was raised. All the people became better clothed, better fed and better housed. They had aspirations, and the means to satisfy them, for the finer things of life. All of this came from the judicious application of the principle of advertising.

The system which brought about these results is well known to the members of this association. You have seen innumerable instances where concerns have failed through lack of advertising, and innumerable others where they have made a success through the right kind and amount of publicity. Under its stimulation the country has gone from the old hand methods of production, which were so slow and laborious, with high unit costs and low wages, to our present great factory system and its mass production with the astonishing result of low unit costs and high wages. The pre-eminence of America in industry, which has constantly brought about a reduction of costs, has come very largely through mass production. Mass production is only possible where there is mass demand. Mass demand has been created almost entirely through the development of advertising.

In former days goods were expected to sell themselves. Oftentimes they were carried about from door to door. Otherwise they were displayed on the shelves and counters of the merchant. The public were supposed to know of these sources of supply and depend on themselves for their knowledge of what was to be sold. Modern business could neither have been created nor can it be maintained on any such system. It constantly requires publicity. It is not enough that goods are made; a demand for them must also be made. It is on this foundation of enlarging production through the demands created by advertising that very much of the success of the American industrial system rests.

IT is to be seen that advertising is not an economic waste. It ministers to the true development of trade. It is no doubt possible to waste money through wrong methods of advertising, as it can be wasted through wrong methods in any department of industry. But, rightfully applied, it is the method by which the desire is created for better things. When that once exists, new ambition is developed for the creation and use of wealth.

The uncivilized make little progress

Zone Selling
and
Zone Advertising

Newspapers for the cities and towns.

State farm papers for the country.

Agricultural problems of production and marketing differ with local conditions the country over.

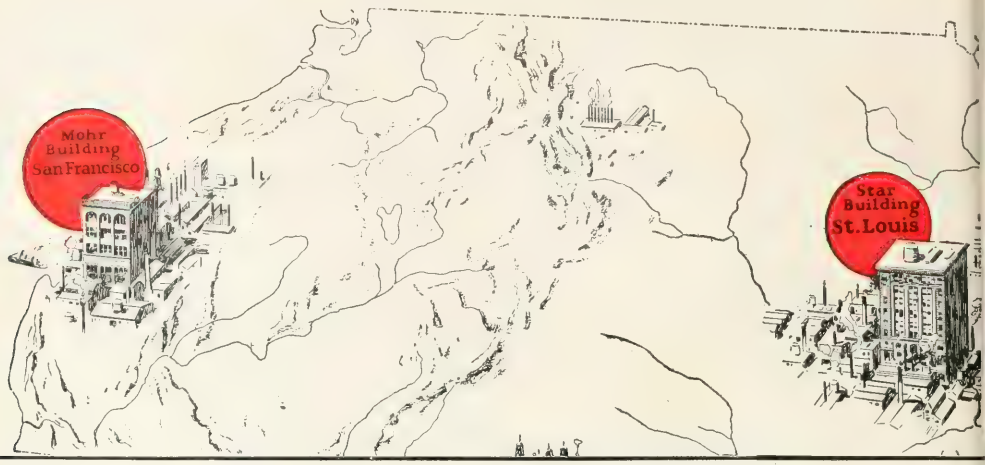
National magazines can no more compare in urban sales with Newspapers than can national farm papers compare in rural sales with state farm papers—sales meaning both circulation and influence.

Zone selling and zone advertising is the simple, sure way to largest sales at a profit.

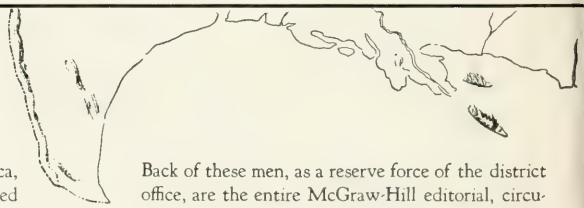
E. Katz Special Advertising Agency
Established 1888

Publishers' Representatives

Detroit	New York	Kansas City
Atlanta	Chicago	San Francisco



Knowledge of Industry



In the heart of the industrial centers of America, the McGraw-Hill Publishing Company has placed its district offices—that manufacturers may have available quickly and conveniently the McGraw-Hill service, data and knowledge of industry.

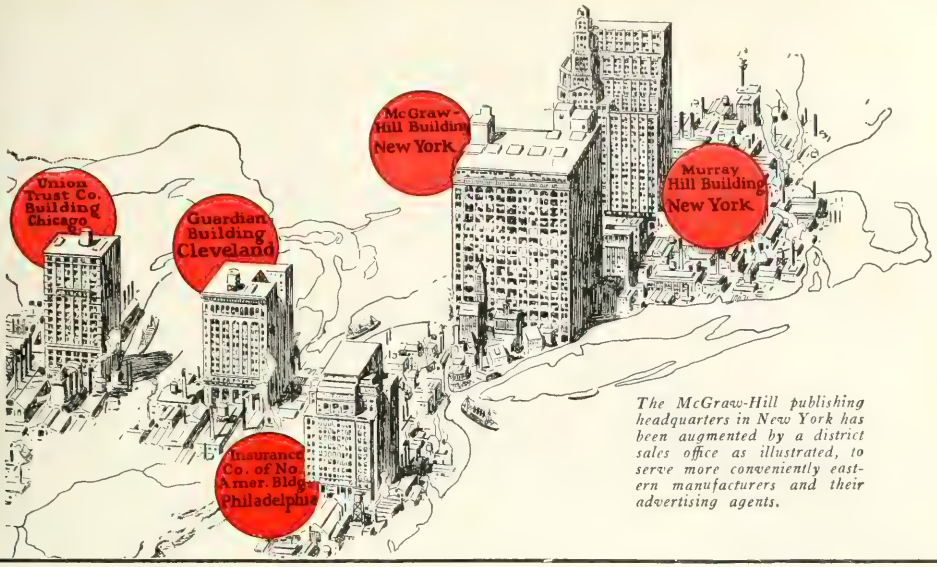
Every manufacturer who would sell industry more efficiently is now almost in the shadow of a McGraw-Hill office. Right at his elbow is the identical knowledge of industry and industrial marketing which has proved of such value to manufacturers who have availed themselves of it.

Each office is in charge of a district manager, who, through previous experience in industry or long service with McGraw-Hill, is well qualified to counsel with manufacturers on methods of selling to industry. His staff includes Marketing and Advertising men who have been drawn from industry, and whose contacts with industry are kept fresh by constant work on industrial selling problems.

Back of these men, as a reserve force of the district office, are the entire McGraw-Hill editorial, circulation, marketing and advertising staffs. Manufacturers consulting these district offices are thus assured all of the McGraw-Hill resources in applying the McGraw-Hill Four Principles of Industrial Marketing to their own selling.

These Four Principles are fundamental to waste-free selling. Briefly stated they are: (1) Determination of Markets; (2) Their Buying Habits; (3) Their Channels of Approach; (4) Appeals that Influence.

While each manufacturer is best able to apply these Four Principles for himself, the McGraw-Hill Publishing Company can be of material assistance in counseling with manufacturers and in either supplying data or suggesting how it may be obtained. This service is gladly furnished and we welcome the opportunity to serve manufacturers and their advertising agents in the interest of more effective marketing. A conference may be arranged, either in your office or a McGraw-Hill office.



The McGraw-Hill publishing headquarters in New York has been augmented by a district sales office as illustrated, to serve more conveniently eastern manufacturers and their advertising agents.

Brought to Industry's Door



McGraw-Hill's District Office Facilities—

105 advertising salesmen, whose first function is to advise on marketing problems, serve industry and trade through McGraw-Hill district offices.

36 seasoned advertising planners and writers and 20 artists, all trained in the appeals and mechanics of industrial advertising, supplement the district offices' marketing staffs.

These men and 108 McGraw-Hill editors have a background of practical experience in selling or production in 58 broad classifications of industry.

All data relating to production, marketing and buying practices developed by any district office will be made available by any other district office.

McGraw-Hill has its own telegraphic facilities in New York headquarters for expediting contact with district offices and industry.

This district office set-up is in conformity with the McGraw-Hill Four Principles of Industrial Marketing which stipulate "selling in terms of the prospect's problems."

McGRAW-HILL PUBLISHING COMPANY, INC., NEW YORK, CHICAGO, PHILADELPHIA, CLEVELAND, ST. LOUIS, SAN FRANCISCO, LONDON

McGRAW-HILL PUBLICATIONS

45,000 Advertising Pages used Annually by 3,000 manufacturers to help Industry buy more effectively.

CONSTRUCTION & CIVIL ENGINEERING
ENGINEERING NEWS-RECORD
SUCCESSFUL METHODS

ELECTRICAL
ELECTRICAL WORLD JOURNAL OF ELECTRICITY
ELECTRICAL MERCHANDISING

INDUSTRIAL
AMERICAN MACHINIST INDUSTRIAL ENGINEER
CHEMICAL & METALLURGICAL ENGINEERING
POWER

MINING
ENGINEERING & MINING JOURNAL
COAL AGE

TRANSPORTATION
ELECTRIC RAILWAY JOURNAL
BUS TRANSPORTATION

OVERSEAS
INGENIERIA INTERNACIONAL
AMERICAN MACHINIST
(European Edition)

RADIO
RADIO RETAILING

CATALOGS & DIRECTORIES
ELECTRICAL TRADE CATALOG
ELECTRICAL ENGINEERING CATALOG
RADIO TRADE CATALOG
KEYSTONE CATALOG *(Coal Edition)* KEYSTONE CATALOG *(Metal-Quarry Edition)*
COAL CATALOG CENTRAL STATION DIRECTORY
ELECTRIC RAILWAY DIRECTORY
COAL FIELD DIRECTORY
ANALYSIS OF METALLIC AND NON-METALLIC MINING, QUARRYING AND CEMENT INDUSTRIES

Planned Advertising

What does business need?

What does *your* business need?

WE READ, we ponder over cycles—statistics—services—and in so doing often nullify the Action which should be in us.

All around us is business—waiting for somebody to come along and pick it up.

Salesmen follow our example, and swap stories of "poor business" while the prospects and customers sit by and accept the "poor business." These prospects that should be ours are standing by waiting for us to supply ideas and material to them for selling our products.

We all need a boss—a coach—a trainer. The athlete, the athletic team, are better because of a manager. A business organization is better because of a leader, a planner.

Salesmen are 25 per cent responsible for the securing of results while methods are 75 per cent responsible.

Action

THIS agency stands ready to join hands with firms who believe in Action, who believe in doing something all the time even at the risk that some of the things some of the time may be wrong. Constant planning, thinking and Action are the things needed.

We believe in having a plan of marketing and working the plan for all it is worth. We believe in having everybody connected with marketing work to a plan. The salesman should have a planned day; the sales manager should have a planned day. The organization should have a definite plan of marketing and should work that plan all the time.

"Planned Advertising" is the theme of this agency. It designates the sort of product which we have to offer. It stands for plans of marketing which can be read as easily as a balance sheet and which are as definite as the blueprint of an engineer.

We have a wonderfully interesting story of our methods of working which, without any obligation, we shall be pleased to explain to any interested firm.

CHARLES W. HOYT COMPANY
Incorporated
116 West 32nd St., New York
Boston Springfield, Mass.
Winston-Salem, N. C.

PLANNED ADVERTISING
Reg. U. S. Pat. Off.

because they have few desires. The inhabitants of our country are stimulated to new wants in all directions. In order to satisfy their constantly increasing desires they necessarily expand their productive power. They create more wealth because it is only by that method that they can satisfy their wants. It is this constantly enlarging circle that represents the increasing progress of civilization.

A great power has been placed in the hands of those who direct the advertising policies of our country, and power is always coupled with responsibilities. No occupation is charged with greater obligations than that which partakes of the nature of education. Those engaged in that effort are changing the trend of human thought. They are molding the human mind. Those who write upon that tablet write for all eternity. There can be no permanent basis for advertising except a representation of the exact truth. Whenever deception, falsehood and fraud creep in they undermine the whole structure. They damage the whole art.

The efforts of the Government to secure correct labels, fair trade practices, and equal opportunity for all our inhabitants is fundamentally an effort to get the truth into business. The Government can do much in this direction by setting up correct standards, but all its efforts will fail unless it has the loyal support of the business men of the nation. If our commercial life is to be clean and wholesome and permanent in the last resort, it will be because those who are engaged in it are determined to make it so.

The ultimate reformers of business must be the business men themselves. My conception of what advertising agencies want is a business world in which the standards are so high that it will only be necessary for them to tell the truth about it. It will never be possible to create a permanent desire for things which do not have a permanent worth. It is my belief that more and more the trade of our country is conforming to these principles.

Our chief warrants for faith in the future of America lie in the character of the American people. It is our belief in what they are going to do rather than our knowledge of what they are going to have that causes us to face the coming years with hope and confidence. The future of our country is not to be determined by the material resources, but by the spiritual life of the people.

So long as our economic activities can be maintained on the standard of competition in service we are safe. If they ever degenerate into a mere selfish scramble for rewards we are lost. Our economic well-being depends on our integrity, our honor, our conscience.

It is through these qualities that your profession makes its special appeal. It is a great power that has been entrusted to your keeping which charges you with the high responsibility of inspiring and ennobling the commercial world. It is all part of the greater work of the regeneration and redemption of mankind.

What Becomes of the Agency's Fifteen Per Cent

[CONTINUED FROM PAGE 32]

the financial and service structure of the modern agency, the more convinced one becomes that in building up and maintaining the agency commission system the publishers have done advertising service a signal benefit. That has made possible the strides in agency skill, in agency organization and in agency facilities which have been made in the last twenty years. There has been little or no price rivalry. Competition has been put on an ability-to-serve basis. The best, not the cheapest, wins. And the whole cause of advertising has been supported. The same organized service has been made available to all advertisers, large and small. The more substantial earnings on the larger appropriations have helped to make good losses sustained by the agency in developing new business and in nursing smaller business through the early and critical stages of growth. The agent has thus been assured of his later reward when volume would repay, and advertising as a whole has been benefited by increased results. When one stops to consider that the great bulk of advertising lineage is made up of relatively small advertisers, the importance of good service is apparent in developing and keeping them alive.

Economically speaking, who pays the agent is a small matter anyway. The main thing is to earn what you get. And earning what you get in the agency field is a much broader question than immediately applies to a particular employer. He can not take a narrow view. He is an inseparable part of a community of interest affecting all business. He is directly dependent upon the welfare of *all* advertising, how well it is done, how much confidence it inspires, how prosperous are all related factors engaged in it. The old theory of looking out for yourself at the expense of the other fellow no longer applies.

FIRST *in* New York
Weekday and Sunday

THE WEEKDAY EDITIONS OF The New York Times are the greatest influence on the purchasing power of the New York metropolitan area on the business days of the week.

The average net paid circulation of The New York Times weekday editions for the six months ended Sept. 30, 1926 was 358,350—a gain of 7,944 over the corresponding period of the previous year.

Six months ended September 30, 1926	*358,350 copies*
Six months ended September 30, 1925	*350,406 copies*
Increase	*7,944 copies*

The present circulation of The New York Times weekday editions is 370,000 copies—larger than that of any other New York morning newspaper of standard size.

The New York Times advertising columns are consulted every morning by men and women purchasers in hundreds of thousands of homes of Greater New York and the surrounding suburbs.

In the ten months of this year The New York Times has published approximately 14,480,000 agate lines of advertising in weekday editions only, about 4,730,000 lines more than the second New York morning newspaper. The Times weekday editions showed a gain of 700,000 lines over the corresponding period of last year.

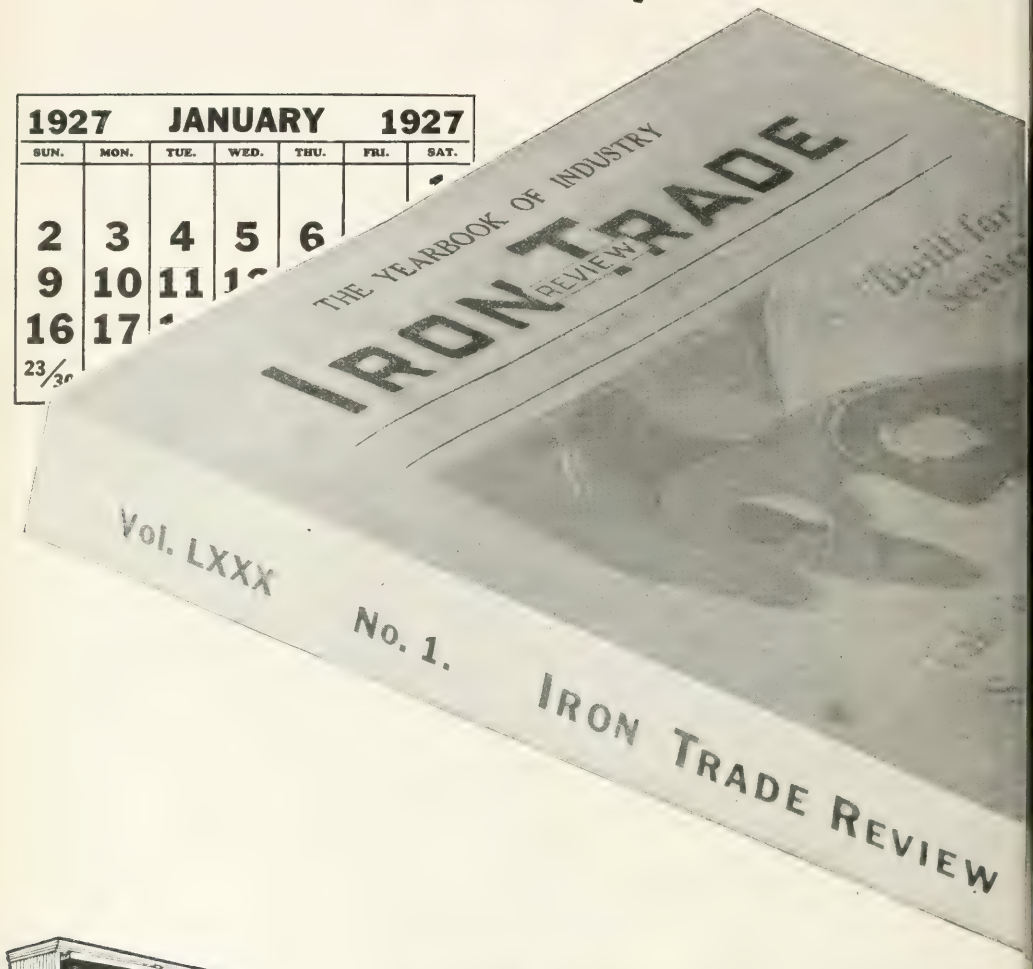
The quality of The New York Times circulation is not equalled by that of any other newspaper. The Times advertising censorship has established the strongest confidence of its readers.

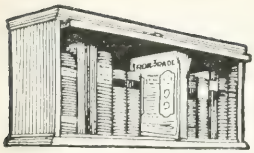
The average net paid weekday and Sunday circulation of The Times is 391,465 copies.

The New York Times

***The advertising columns of The New York Times are as clean and free and fair as its news columns. The Times stimulates the desire for honest goods.**William Allen White, Emporia, Kansas.*

The Year Book of Industry
one year's end





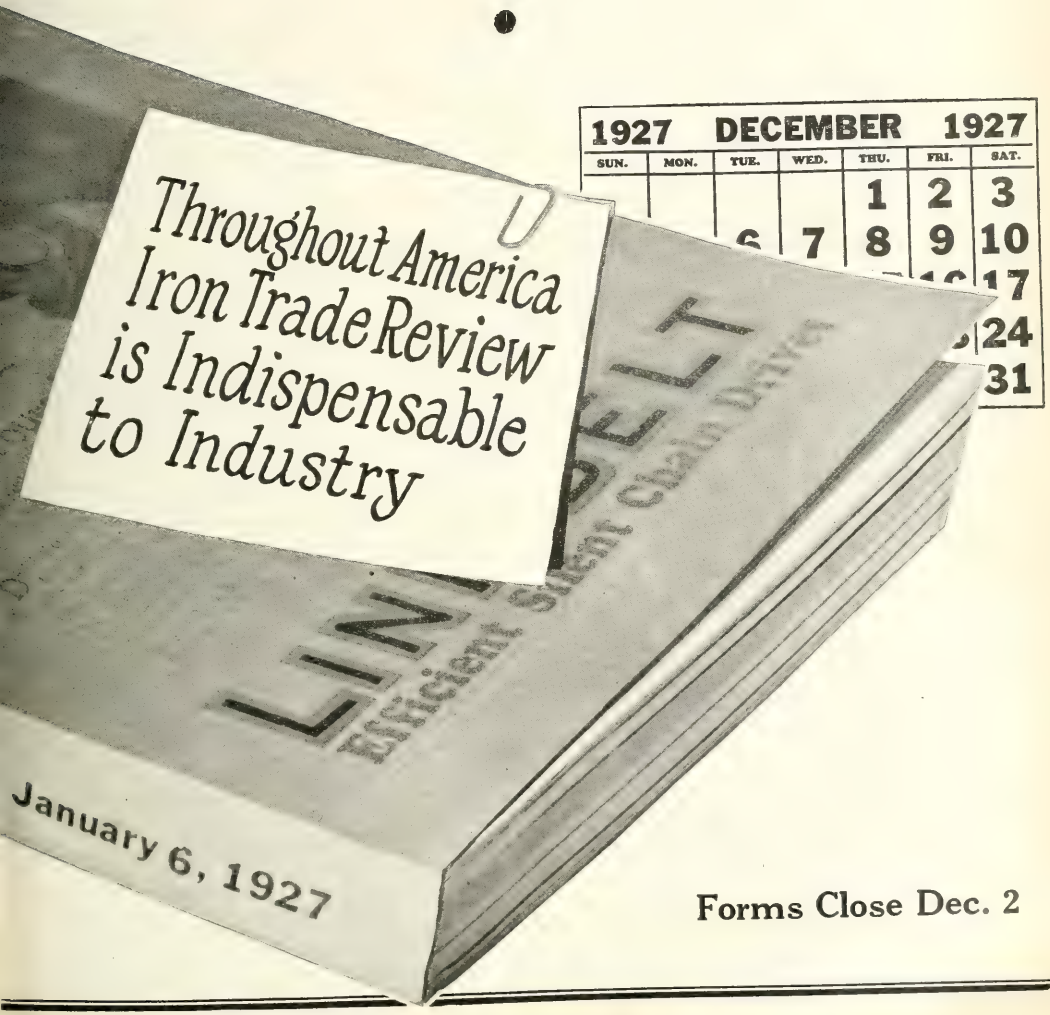
On the Executive's Five Foot Shelf

IRON TRADE REVIEW

Cleveland

Member A. B. C. and A. B. P.

s kept for Reference from to the other !



Forms Close Dec. 2



However storms may interfere with travel, telephone operators are at their posts

An Unfailing Service

AMERICANS rely upon quick communication and prove it by using the telephone seventy million times every twenty-four hours. In each case some one person of a hundred million has been called for by some other person and connected with him by means of telephone wires.

So commonly used is the telephone that it has come to be taken for granted. Like the air they breathe, people do not think of it except when in rare instances they feel the lack of it.

Imagine the seventeen million American telephones dumb, and the wires dead. Many of the every-day activities would be paralyzed. Mails, telegraphs and every means of communication and transportation would be overburdened. The streets and elevators would be crowded with messengers. Newspaper men, doctors, policemen, firemen and business men would find themselves facing conditions more difficult than those of fifty years ago, before the telephone had been invented.

To prevent such a catastrophe is the daily work of three hundred thousand telephone men and women. To maintain an uninterrupted and dependable telephone service is the purpose of the Bell System, and to that purpose all its energy and resources are devoted.

AMERICAN TELEPHONE AND TELEGRAPH COMPANY
AND ASSOCIATED COMPANIES

BELL SYSTEM

IN ITS SEMI-CENTENNIAL YEAR THE BELL SYSTEM LOOKS FORWARD TO CONTINUED PROGRESS IN TELEPHONE COMMUNICATION

If salesmen really are behind it it's an

EINSON-FREEMAN WINDOW DISPLAY

511 E. 72d St.
Rhinelander 3960
New York City

Specializing in window and store display advertising

Surveys

The largest and most experienced organization in existence for the sole purpose of making market surveys, large or small

The Business Bourse

J. GEORGE FREDERICK, PRES.
15 W. 37th St. (Wisconsin 5067) New York
In London, Business Research Services, Ltd.

Highlights of A. B. C. Convention

MORE than a thousand members, the largest attendance on record, were on hand for the opening of the annual convention of the Audit Bureau of Circulations at the Hotel LaSalle, Chicago, Oct. 21.

The newspaper division discussed at length a motion to discontinue the publication of rate cards on the auditor's report, and the motion was finally passed by a vote of 477 to 137 after some heated debate.

Another resolution which caused much discussion and which was finally passed provided for the increase in the membership of the Board of Directors from 21 to 25. This change affects directly only the newspaper and advertiser divisions which, because of their larger membership in the bureau, have been granted two more members each on the board. This brings their representation to four and eleven respectively. The other divisions continue with two directors apiece.

The newspaper division elected W. B. Bryant, *Paterson* (N. J.), *Press-Guardian* and David E. Town, Hearst publications, the two new directors to function together with David B. Blum, *Troy Record* (re-elected), and Walter A. Strong, *Chicago Daily News* (held over).

In the advertiser division, presided over by Fred R. Davis of the General Electric Company, Edward T. Hall, T. F. Driscoll, and Verne E. Burnett were elected for the Board of Directors, while re-elections consisted of the following: Ralph Starr Butler, O. C. Harn, J. Murray Gibbon and L. L. King.

The farm paper division re-elected to the Board of Directors Marco Morrow of the Capper Farm Press, their representative whose term had expired. B. Kirk Rankin of the *Southern Agriculturist* presided.

Walter A. Hine, president of the Frank Seaman Company, presided over the agency division meeting which was the best attended on record. Ernest R. Mitchell of the Mitchell-Faust Advertising Company was re-elected to the Board of Directors.

The business paper division discussed methods of determining renewal percentages and went on record as favoring a standardized method of obtaining such figures. Mason Britton of the McGraw-Hill Publications was re-elected a director.

The magazine division elected F. W. Stone of the *American Review of Reviews* to continue his service in conjunction with Stanley R. Latshaw of the Butterick Publishing Company, whose term does not expire.

O. C. Harn was re-elected president of the bureau, to serve with W. A. Strong, publisher of the *Chicago Daily News*, secretary; E. R. Shaw, publisher of *Power Plant Engineering*, treasurer, and Stanley Clague (re-elected), managing director.

How dumb is Dora?

THE fear of many critics of copy is that words and thoughts perfectly clear to them may not be equally clear to the mythical man in the street. "Over their heads .... too technical . . . . a good thought, but I'm afraid they won't get it." These are a few of the more common admonitions.

Occasionally such comment calls to mind a prominent author's story of his early newspaper days.

Cautioned that his writings were pitched in too lofty a tone, he was advised to address his messages to the farmers in Wisconsin.

"For years," said he, "those farmers were dangled in front of me until it became the ambition of my life to visit Wisconsin and meet some of them. When I finally did get there, I felt myself distinctly cheated, because they were just the same as farmers in New York or commuters in New Jersey."

Clarity and simplicity are, of course, two prerequisites of good copy. But before you sell American intelligence short, consider that

—the country's educational problem is not to get the children into schools, but to find seats for those already there.

—there are more high-school graduates clamoring for entrance to most colleges than can be admitted.

—the season's best seller in the non-fiction field is "The Story of Philosophy"—scarcely a book for morons.

—the works of Charles Dickens still outsell those of any of the so-called popular authors.

—streams of thought and fashion, like streams of water, run from higher levels downward. The hat that is worn by the Prince of Wales today will be copied by the Bond Street hatters tomorrow. But a few more days and it will be shown in shops along Fifth Avenue and Michigan Avenue. And what these shopping zones accept, Main Street gladly buys.

—and, finally, simplicity is not the result of pruning a complicated piece of copy, but is a precious quality built into your original copy conception.

* * *

The average American intelligence may be that of a fourteen-year-old child, but that child is very often a prodigy of education. Which is another way of saying that the average man is usually well above the average.

GEORGE BATTEN COMPANY, Inc.

Advertising



Growth!

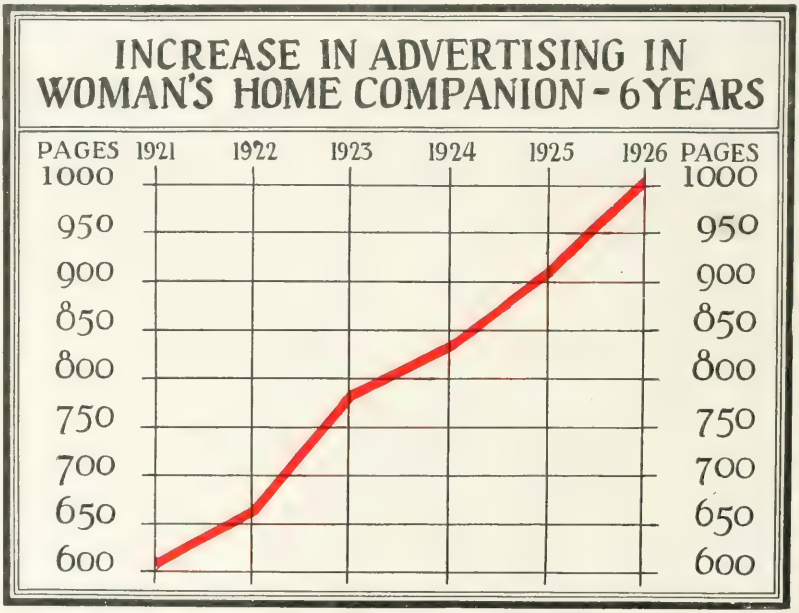
Dictates Endorsement of Companion by America's Most Successful Advertisers

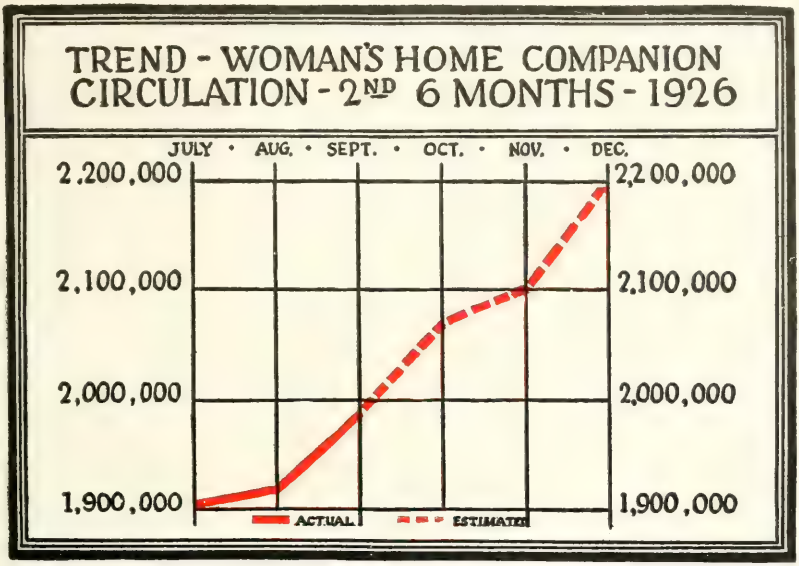
WITH an increase of more than 71 per cent in advertising volume—a gain of over 400 pages in 6 years—the unqualified endorsement of the Woman's Home Companion by advertisers is of compelling significance. And so are the basic facts and figures behind it.

12 Years' Progress

For example—the consistent increase in Woman's Home Companion circulation—from less than 900,000 in 1915 to over 1,900,000 in 1926. A gain of more than one million copies in 12 years—at the average rate of nearly 100,000 copies per year.

And again the progress of the Companion *right now*—a more impressive growth than any preceding one in its history—and which establishes the magazine today at the highest and best point in its career.





In July the Companion carried the announcement of its editorial program for the next 12 months—and its new price of ten cents. What happened? July showed a circulation increase of 81,000 over June.

And 6 Months'!

But that's only part of the story—for September shows a further gain of 85,000 copies over July—with estimates for December indicating a *net paid circulation in excess of 2,195,000 copies!*

And, as every advertiser knows, this striking growth has been largely registered during the so-called "dull season" in magazine selling.

Thus with the Companion at the very height of its recognition as the most important and distinguished publication in its field—and an editorial program the most brilliant in its history—more manufacturers than ever are taking advantage of the tremendous selling force it puts back of their merchandising operations.

WOMAN'S HOME COMPANION

The Crowell Publishing Company ~ New York

The OPEN FORUM

Individual Views Frankly Expressed

The Farmer in Winter

I HAVE read the article, "Selling the Farm in Winter," in your Oct. 6 issue.

The percentage of farmers who cannot get to their trading point on practically every day throughout the winter, is negligible, at least so far as farmers in the great farming section of the country, the Middle West, are concerned. Furthermore, they not only can, but do, get away from their farms in winter.

Why are all the farmers' institutes, farmers' short agricultural courses, grain shows, farmers' conventions of various kinds, nearly all held in winter, if farm people cannot get away from home? Farm people can and do attend their farmers' meetings, or any other kind of meeting, or anything else they want to attend, in winter.

Having been raised on a farm in eastern Ohio I know that even though my farm home was in the hilly section of Ohio, there was not an average of two days per year during the twenty odd years I lived there, when my own family, or any of our neighbors, could not get to town if they desired, and do so without what we considered unusual difficulty.

For more than six years in Iowa I assisted in holding farmers' institutes, which convened for two or three days in a place, or what we called farmers' short courses, which included a full week of work. The audience at these meetings was made up entirely of farm people. Attendance averaged between two and three hundred. In the six years I only recall one meeting which had to be postponed because it was not possible for people to attend. Even in this case, the thing which prevented farm people attending was the extra care which their live stock needed during a severe cold spell, rather than their inability to get to town.

There are exceedingly few days when rural mail carriers do not make their full routes through the country. All through the Middle West states a large number of traveling salesmen make their territory by automobile just as regularly in winter as they do in summer. Among my personal friends is a man who covers Iowa and Nebraska for Bird's Neponset Roofing and he makes his territory in an automobile all winter. I have another friend who covers a large portion of northwestern Iowa for the Goodrich Tire Company, and he likewise makes his territory all winter in an automobile.

A. H. SNYDER, *Editor*,
Successful Farming,
Des Moines, Iowa.

Here's One Who Does!

IN Mr. Bonner's article, "Why Cigarette Makers Don't Advertise to Women," the statement is made that no cigarette manufacturer has ever advertised directly to women.

The author has evidently overlooked the extensive advertising of Miltiades

AT THE BRIDGE—



"Recommendations are like bridge conventions. . . most useful if one knows when to ignore them. . . I pass three hearts. . . But, really, I advise trying this new cigarette, with the Platonic name, MILTIADES. . They say it is made by the master of the Egyptian process of blending Turkish tobaccos . . You go three spades, partner? . . . Our contract? Then I shall light another and enjoy being dummy. . ."

MILTIADES
EGYPTIAN CIGARETTE

On Sale in the Tea Room — *Tens, Twenties, Fifties, Hundreds*

Cigarettes, much of which is directed exclusively to women without any attempt to conceal the appeal. I enclose one of the Miltiades advertisements.

JOHN D. LUCAS,
Charles W. Hoyt Co., Inc.,
New York.

Women Smokers!

REGARDING your last issue of ADVERTISING AND SELLING, dated Oct. 20, I find a very interesting article, "Why Cigarette Makers Don't Advertise to Women."

After reading through same, the writer, still of the "Old Fashioned School," begs to offer you a few suggestions, which you may take for what they are worth.

Tell your cigarette makers not to advertise direct to women, for the reasons as follows:

First—They will get the business without advertising, and save money.

Second—They had better let well enough alone and not agitate the long-haired men and short-haired women who are always trying to tell the others how to live. That there is still something new to women in stealing the masculine thunder.

The tendency of the time is for women to be masculine, and they would resent the idea of a cigarette being made especially for them. What they want is to be "one of the boys."

Also there are still enough of the old fashioned school like myself, in the glorious country of ours, to stir up mischief for the manufacturers of cigarettes if they were to advertise direct to the women. The writer does not smoke cigarettes or cigars, and is just writing this in a spirit of fair play. After reading your article I feel that the cigarette makers are going to play with fire if they begin to advertise to women, and I do not believe they would sell 1/10 of 1 per cent additional cigarettes if they did.

ABE MANHEIMER, *President*,
Abe Manheimer & Co., Inc.,
St. Louis, Mo.

Copy Cats!

PARAPHRASING Mr. Bryan: Is advertising to be crucified on a cross of imitation?

Or, in our own words, are advertising men to be stigmatized with the appellation of "copy cats"?

We still find advertisers who want a slogan like, "Say it with Flowers," or a trick word like "halitosis."

And we still find advertising men who are willing to prostitute their professional integrity to "give the client what he wants."

Most successful advertising campaigns are followed by a wake of imitators who try hard to deserve the same success as the original.

Here is a paradox: If an advertising idea is not a star of the first magnitude, it is not worth copying. On the other hand, if an advertising idea *is* a star of the first magnitude, it is a work of genius and cannot be copied—successfully!

The public is usually so impressed by the original that any imitation fades into obscurity entirely out of proportion to its individual merit.

True genius cannot be copied. If advertising men can't be original, they should learn better to camouflage their "steals." Or—go out of business.

R. D. MANSFIELD,
The Blackman Co.,
New York.

Announcing

THE APPOINTMENT OF

T. L. BRANTLY

AS ADVERTISING MANAGER

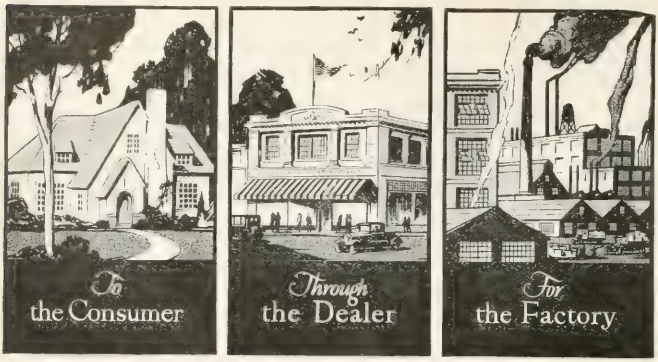
Collier's

THE NATIONAL WEEKLY

THE CROWELL PUBLISHING COMPANY

FRANK BRAUCHER, *Advertising Director*

250 PARK AVENUE NEW YORK



A Two-fold Service that Reaches Every Local Market

Electrograph service is two-fold—mechanical and professional.

Mechanically, batteries of patented equipment turn out multiple letters and mailing pieces, each perfectly localized and individualized.

Professionally, Electrograph service is complete — marketing counsel, layout, copy, art . . . backed by years of practical application.

Direct Mail—to the consumer—through the dealer—for the factory.

THE ELECTROGRAPH COMPANY
Home Office: 725 West Grand Boulevard - Detroit, Michigan

Electrograph
Created DIRECT-MAIL Localized
Individualized
Distributed

In Illinois, Electrograph Advertising Service Inc., Chicago, is licensed to operate under Electrograph patents.

How Squibb Is Fighting

[CONTINUED FROM PAGE 24]

tute a test of strength with the re tailers of the country, with the whole salers of the country, and with th manufacturers who have been tryin as hard as they legally could to uphol retail profit protection on their goods to see whether or not they can't brea down that movement.

"THIS attack seems to consist o two sections: The first apparentl consists of the chain's proposal to thi manufacturer [Squibb], which in effec was this:

'We want from you the best con cessions, the best terms, and the best discounts that you give to anybody We want better than anybody else get in the retail trade, or in the chain line or anywhere else. If you don't give it to us, we will start and cut your lin in every store in our chain, running from the Pacific Coast to the heart o the United States. This we will do i you decline to give us special conces sions, special terms and special dis counts.'

That was in substance the first sec tion of the attack. I am not describ ing *all* chains, nor even most chains; I am speaking now only of this partic ular chain.

"The second section of the plan i this: This chain has a private brand o its own, because, like some other chains it not only acts as a retailer, and as a wholesaler, but it also actually acts as a manufacturer, and for several years past has had this private brand, which sells, where it sells at all, in competi tion with the standard brand of this manufacturer. In respect to this spe cial brand, this chain has been ap proaching independent competitors, and independent retailers throughout its territory, and inducing them, or trying to induce them, to stock up on that pri vate brand, because, as the chain in effect says to these independent retail ers: 'You can be certain that we will not cut the price of that private brand and you can be certain that if you con tinue to sell a standard brand we are likely at any time to cut the price of that.'

"Here is a perfectly clear proposi tion that unless competitors will stock the chain's private brand, and push it in preference to standard brands, the chain will try to make it so unprofit able for independent competitors to sell those standard brands that they will have to stock a private brand.

"I ask what is going to happen to the whole retail and wholesale struc ture of distribution in the country, not only in the drug trade, but in every other industry, if this kind of double attack on the part of an aggressive price-cutting chain, against a standard article, sold as the law permits under a policy of retail profit protection, goes

down inevitably under the assault?

"In that situation, there is something far transcending the fate of that manufacturer, something even far transcending the dealer's fate, because if that assault proves to be successful in this instance, then aggressive price-cutting chains in every line of business have in their own hands a weapon by which they can bring down in ruins the whole structure of retail and wholesale distribution in every branch of industry in this country."

ADVERTISING & SELLING, because of the general importance of its implications, will report the final outcome of this struggle.

Installment Selling

[CONTINUED FROM PAGE 32]

sizable lumps of cash does not employ any of the benefits incident to sound extension of credit. Nor does it enjoy the advantages of an even, constant flow of cash. It is "lumpy" and uncertain.

All the present agitation about installment buying and selling means just one thing: the death-knell of that ridiculous system under which a few flimsy references and a small payment can secure possession of an expensive and too readily depreciated piece of merchandise.

It may take time and a few bad shocks to start it, but the writer anticipates a day when nearly every family will have a carefully determined installment credit rating, which will be based upon permanence of employment, stability and amount of income, size of family, general reputation, amount and manner of paying previous obligations as well as the amount of obligations currently existing.

And we must remember this, too. The installment plan, no matter how virtuous it may become, may not enjoy the unrestrained support of the banks. The banker is trained to pessimism and deals in it. He likewise is greatly interested in deposits. Therefore he is likely to discern and magnify potential evils of the plan with an imagination busy over the appetizing vision of $6,000,000,000 more as floating deposits. But our regard for the banker's attitude toward national questions is a little colored by the many times he has skidded badly. We cannot quite forget the nationwide banking declarations that the automobile was to have ruined the country long ago, nor the bankers' apathy toward the Federal Reserve System.

At any rate, let's see if we can't make the deferred payment plan at least as good as the deferred purchase system.

Let us make sure that if the American home does not go ahead as wonderfully as we might wish, it will not be due to that lamentable stricture upon the younger element in the business world: lack of immediate capital.

"You," *said the architect,* "are a manufacturer and you ask me how best to tell your story in print to the members of my profession. Very well. The backbone should be advertising in the architect's own journals, selected in accordance with the number of architects they reach. The right choice here is half the battle."

On request—latest A.B.C. Auditor's Report—new enlarged and revised edition of "Selling the Architect" booklet—latest statistics on building activity—and data on the circulation and service of The Architectural Record with sample copy.

(Net Paid 6 months ending December, 1925—11,537)

***The* ARCHITECTURAL RECORD**
119 West Fortieth Street, New York, N. Y.
Member A. B. C. Member A. B. P., Inc.



"LIGHT"

A Magazine Portraying Current Progress in the Art, Business and Science of Lighting—As Seen From Nela Park

Read by over 24,000 lighting men, including Central Station men, jobbers, electrical and hardware dealers.

Publishes only the advertisements of lighting accessory manufacturers whose products conform to the standards set by the laboratories at Nela Park. You should have our rate card on file.

May we send you a descriptive booklet and a copy of our November issue? Address "LIGHT," Nela Park, Cleveland

The STANDARD ADVERTISING REGISTER

Gives You This Service:

1. The Standard Advertising Register listing 7,500 national advertisers.
2. The Monthly Supplements which keep it up to date.
3. The Agency Lists. Names of 1500 advertising agencies, their personnel and accounts of 600 leading agencies.
4. The Geographical Index. National advertisers arranged by cities and states.
5. Special Bulletins. Latest campaign news, etc.
6. Service Bureau. Other information by mail and telegraph.

Write or Phone

National Register Publishing Co. Inc.
R. W. Ferrel, Mgr.
15 Moore St. New York City
Tel. Bowling Green 7966

Now

IODENT

is reaching every dentist every month in

ORAL HYGIENE

which not only reaches *dentists* but reaches their *minds*, too.

ORAL HYGIENE
Every dentist every month
1116 Wolfendale Street, N. S.
PITTSBURGH, PA.

CHICAGO: W. B. Conant, Peoples Gas Bldg., Harrison 8448
NEW YORK: Stuart M. Stanley, 62 West 45th St., Vanderbilt 3758
ST. LOUIS: A. D. McKinney, Syndicate Trust Bldg., Olive 43
SAN FRANCISCO: Roger A. Johnstone, 155 Montgomery St., Kearny 8086

Program for A. B. P. Annual Meeting

Hotel Astor, New York, Nov. 9th and 10th

Tuesday Morning, Nov. 9

Joint Session with National Conference of B. P. Editors.
Chairman—MALCOLM MUIR, President.
"THE PAST AND THE FUTURE."
Malcolm Muir.
"THE MODERN TREND IN BUSINESS MANAGEMENT."
Fred W. Shibley, Vice-President Bankers Trust Co.
"THE BUSINESS PRESS AS A LEADER AND GUIDE IN MAINTAINING BUSINESS PROSPERITY."
A. W. Shaw, President A. W. Shaw Co.

Tuesday Afternoon, Nov. 9

Joint Session with National Conference of B. P. Editors.
Chairman—PAUL I. ALDRICH.
"BUILDING BUSINESS WITH THE BUSINESS PRESS."
Willard M. Smith, General Manager P. Centemeri & Co.
"THE MARKETING SERVICE OF THE BUSINESS PRESS."
A. J. Brosseau, President Mack Trucks.
"LOOKING OUT FROM THE INSIDE."
E. J. Mehren, Vice-President McGraw-Hill Publishing Co.

Wednesday Morning, Nov. 10

Advertising Session

Chairman—EVERIT B. TERHUNE, President *Boot and Shoe Recorder.*
"DEVELOPING AN ECONOMIC SENSE IN SALESMEN."
Willard Chevalier, Sales Manager *Engineering News-Record.*
"ANALYZING THE CLIENT'S PROBLEMS."
Karl M. Mann, President Case-Shepperd-Mann Pub. Co.
"WHAT SERVICE SHOULD THE PUBLICATION GIVE THE ADVERTISER?"
George O. Hays, Eastern Manager Penton Publishing Co.
"KEEPING PACE WITH RAPID FIRE CHANGES IN MODERN INDUSTRY."
Harry E. Taylor, Advertising Manager *Dry Goods Economist.*

Circulation Session

Chairman—F. V. COLE, Secretary Penton Publishing Co.
"THE CIRCULATION DEPARTMENT'S PLACE IN MAINTAINING PROSPERITY."
J. C. Aspley, Publisher *Sales Management.*
"GETTING COMPLETE COVERAGE."
Ralph Foss, Director of Circulation McGraw-Hill Publishing Co.
"HELPFUL AND HARMFUL TYPES OF SOLICITATION."
R. R. Rountree, Circulation Manager ADVERTISING AND SELLING.
"HOW THE CIRCULATION DEPARTMENT CAN HELP THE EDITORIAL DEPARTMENT TO HAVE A SOUNDER GRIP ON THE FIELD."
J. F. Wells. Circulation Manager *Boot and Shoe Recorder.*
"WHAT DOES THIS ALL MEAN?"
Warren C. Platt, President *National Petroleum News.*
Editorial—National Conference of Business Paper Editors
Keynote—"HOW THE EDITOR ANSWERS THE CHALLENGE OF BUSINESS PROSPERITY TO THE BUSINESS PRESS."
Responses by:
J C. ASPLEY, Editor and Publisher *Sales Management.*
MORRIS BUCK, Editor *Railway Journal.*
C. J. STARK, Editor *Iron Trade Review.*
N. C. ROCKWOOD, Editor *Rock Products.*
A. I. FINDLEY, Editor *The Iron Age.*
CHAPIN HOSKINS, Managing Editor *Factory.*
V. E. CARROLL, Editor *Textile World.*
A. R. MACDONALD, Editorial Director *System.*
Question Box
If time does not permit, this feature will be omitted.
What are the ethics of copies material?
Do business papers take themselves too seriously?
How can we get the paper read?
How can editors be impressed with the necessity for economy in the production of the paper?
Luncheon—To visiting editors by the Editorial Conference of the New York Business Publishers Association.

Wednesday Afternoon, Nov. 10

A. B. P. Business Session for Members Only.

National Conference of Business Paper Editors.

President's Address—PAUL I. ALDRICH.
"BUSINESS, TRADE AND TECHNICAL JOURNALISM IN SCHOOLS OF JOURNALISM."
Chaplin Tyler, Assistant Editor *Chemical and Metallurgical Engineering.*
"KEEPING OUR WORKING TOOLS SHARP"—A study in editorial personnel.
V. B. Guthrie, Editor *National Petroleum News.*
"HOW DO WE PLAN AND SCHEDULE THE PAPER?"
Kenneth Condit, Editor *The American Machinist.*
"THE LEGAL RESPONSIBILITIES OF THE EDITOR."
Kenneth M. Spence, Counsel, A. B. P., Inc.
Committee reports, general business and election.

Wednesday Night, Nov. 10

Annual Banquet at Hotel Astor.
Toastmaster—MALCOLM MUIR, President The A. B. P., Inc.
"THE RESPONSIBILITIES OF MODERN INDUSTRIES."
Gerard Swope, President General Electric Co. and National Electric Manufacturers Association.
"AIMS AND RESPONSIBILITIES OF EDUCATION IN MERCHANDISING."
Donald Kirk David, Assistant Dean Harvard School of Business Administration.



How to Write Copy for "the Fortnightly"

(An Advertisement to Publishers)

THERE is only one reason why a publisher should use the pages of Advertising and Selling—to influence those of its readers (and that's a large number) who control or influence the buying of publication advertising space.

Our subscription files will easily prove that the Fortnightly's pages can present you to that audience—and one friendly to Fortnightly advertisers.

But having presented you, the Fortnightly would whisper a word about copy. There are two ways to find out how to write copy for the Fortnightly.

First: read the articles appearing in every issue. Note their frankness, their solidity, their freedom from nusupported claims—"applesauce!"

Second: read some of the letters we are receiving every day. They show in unmistakable terms the way in which our readers appreciate "the vigor and freshness of its articles," "its fresh and original viewpoint."

The Fortnightly's is a "live," alert, truth-seeking, tradition-defying and responsive audience.

Write copy that has fire in it!

The Greatest Single Issue



Member of
Audit Bureau of Circulations
The Associated Business Papers, Inc.

Annual Statistical Number

of Any Railway Magazine

SERVICE! the Annual Statistical Number of the *Railway Age* is a service that is recognized and appreciated by railway officers and railway supply companies throughout the world. It is a compilation of statistics that are secured by months of painstaking and costly effort but which when compiled in logical form make a record that is sought and used throughout the railway industry.

It is this extraordinary service that makes the Annual Statistical Number of the *Railway Age* the greatest single issue of any railway magazine. And therefore, it offers to the railway supply companies the greatest single opportunity to reach those railway officers who determine policies and approve expenditures.

Simmons-Boardman Publishing Co.

"The House of Transportation"

30 CHURCH STREET NEW YORK, N. Y.

Chicago: 608 So. Dearborn St. Cleveland: 6007 Euclid Ave. Mandeville, Louisiana
San Francisco: 74 New Montgomery Street Washington: 17th and H Streets
London: 34 Victoria Street S. W. 1

Railway Age—January 1, 1927

Repetition

ONCE I attended a drama in which the son of the principal character is made to commit murder. The father is the first to discover his son's crime, a few minutes after its commission. With a natural paternal instinct he immediately moves to protect his son from the consequences. He decides upon the alibi that the victim shot himself.

The son is in a mental panic—his wits are widely distracted.

There is no time to lose; other people may come onto the scene at any moment.

The father forces his son into a chair and with his hands firmly holding the boy's shoulders repeats over and over again, "Paul shot himself."

At first the statement makes no impression but finally the boy gets the thought, overcomes his fright and together they set about trying to perfect his alibi. (That the alibi fails and the son pays the penalty is another story.)

'Twas a very realistic piece of acting.

I have thought of that scene many times because it so clearly reveals the mechanism of the average mind.

An outside thought, no matter how obviously beneficial it may be, will often require much repetition because the mind may already be full or it may be so diverted that it is incapable of receiving an impression at the time when the effort to impress is made.

Thus, in the sale of goods, there arises the need for some inexpensive and wholesale means of causing mental impressions.

Advertising supplies that need.

The most successful advertising is that which effects the greatest number of impressions useful to the advertiser at the least cost.

A. R. Mayer.

for
INDUSTRIAL POWER
608 So. Dearborn Street
Chicago, Ill.

Apropos the last paragraph of the above text may we modestly remind you that INDUSTRIAL POWER reaches 42,000 of America's best plants at a cost of $3.58 per page per 1,000 plants reached? A really pre-war value.



The Young Lady from Dubuque

The high-hattedness of more than one of the contributors to New York's "sophisticated" periodicals is vastly amusing. These young persons who write so knowingly of various phases of New York's many-sided life are, I am sure, quite convinced that the funny little eating-places and out-of-the-ordinary specialty shops about which they write so enthusiastically are very much worth while. Maybe they are. Maybe they are. But, somehow or other, the aforesaid young persons give me the impression that they know Dubuque, Iowa, much better than New York.

He Had a Steady Job

After his term of office expired, ex-President Taft, you may recall, was for a time professor of law at Yale. On his frequent visits to New York, he often took breakfast at Mendel's restaurant in the Grand Central Terminal. Usually, he was served by the same waitress, who hadn't the faintest idea who her distinguished guest was.

In 1921, Mr. Taft was made Chief Justice of the Supreme Court, and moved to Washington. A couple of years later, passing through New York, he again breakfasted at Mendel's. He was waited upon by the same young woman who had served him in years gone by. She gave him a smiling welcome. "I ain't seen you in years," she said. "Where you been?" "Oh," said Mr. Taft, "I've got a steady job now." "That's fine," was the waitress's comment.

Experience Teaches?

One of the most important of the Western railroads appointed a new president a few months ago.

The job pays, I imagine, at least $50,000 a year, and you might think that for it, the directors would have selected an experienced railroad man. No! They offered it to a lawyer. Apparently no out-and-out railroad man was available.

Their action confirms a belief I have held for quite a number of years. It is that for the highest positions in industry, years of experience are not an asset. They are likely to be a liability.

Men who have spent their lives in subordinate positions in an industry "know" that certain things cannot be done. The man who is not wedded to tradition believes they should be done—and sees that they are.

A "Side Line"

Business—and friendship—used to bring me into frequent contact with the president of a fairly large manufacturing establishment in a certain western city.

At our monthly conferences the superintendent of the plant would occasionally take part. He was, I should say, a man of about fifty-five; a capable but by no means brilliant executive, whose salary, I fancy, was around $6,000 a year.

One day, strolling through the factory, I noticed that a new superintendent was in charge. "Where's So-and-So?" I asked. The president smiled. "Oh, he's quit," he said. "Retired?" I asked. "No, no, not exactly," answered the president. "You see," he continued, "he put some money—a few thousand dollars—into a side line a few years ago, and it has turned out pretty well." "Yes?" said I. "Yes," said the president. "Last year his share was about $145,000."

Good Sports, But—

In recent months I have read more than my fair share of books and essays, written by Britishers, in which they take many a merry crack at the foibles of Americans: our tendency to think and dress and act alike; our inclination to regard bigness as an evidence of excellence; our lack of knowledge of international affairs, etc.

With many of these criticisms and comments I am in full agreement. Yet I cannot rid myself of the belief that the attitude of a great many Britishers toward America and Americans is not as loftily disinterested as they would have us think.

Here is the situation: For a century and a half, Britain was the world's leader in trade, finance and in many another form of endeavor. It is not in that position today. America has passed it. And Germany threatens to do so, too. These things being true, isn't it possible that Britishers are suffering from what may be called the "first-place complex"? That is, isn't the average Britisher a little bit peeved that he is no longer cock of the walk? And these "nawsty" things he says about us—aren't they due to envy as much as to a sincere desire to have us mend our ways?

They are good sports, the Britishers—none better—but, after all, they are only human. JAMOC.

What Money Cannot Buy

In Any Other St. Louis Newspaper

TWENTY Billion Dollars in purchases flow through the cash registers of The 49th State annually—to supply the needs of the 5,028,059 people concentrated in this one market.

Eleven billion dollars of this is spent in The 49th State OUTSIDE of St. Louis.

To cover this market your advertising must not only reach the big purchasing power of metropolitan St. Louis, but must also reach into the surrounding towns within a radius of 150 miles.

Only ONE St. Louis newspaper will give you this coverage: The St. Louis Globe-Democrat.

Six days a week in 198 thriving towns of more than 1,000 population, 20% or more of the families read The Globe-Democrat—St. Louis' ONLY morning newspaper—St. Louis' Largest Daily.

And in 209 towns of more than 1,000 population, 20% or more of the families read the SUNDAY Globe-Democrat.

Only 2 of the 198 towns have morning newspapers of their own, and only 2 of the 209 towns have Sunday newspapers of their own.

Seven days a week The Globe-Democrat is the BUYING GUIDE of the people of The 49th State.

It is read daily by three times as many families in The 49th State ouside of St. Louis as the first evening paper. Its supremacy is not even challenged.

Advertisers are cashing in on its tremendous influence by concentrating their advertising in this one great metropolitan newspaper. 690 national advertisers used The Globe-Democrat EXCLUSIVELY in 1925. Here is SELLING POWER. Selling power increased by efficient coverage that no amount of money can buy in any other St. Louis newspaper.

There are 119 towns in The 49th State of more than 1,000 population in which the daily coverage of The Globe-Democrat is 30% or better. 71 in which it is 40% or better. There are 157 towns of more than 1,000 population in which the SUNDAY coverage is 30% or better. 102 in which it is 40% or better.

ILLINOIS

	Pop.	Families	Daily Circ.	Daily Cov. %	Sun. Circ.	Sun. Cov. %
Albion	1584	336	129	33.4	92	23.8
Altamont	1352	330	99	30.0	83	25.2
Alton	24682	5926	1392	23.5	2430	41.0
Anna	3019	827	322	38.9	292	35.3
Barry	1400	303	77	21.2	78	21.4
Beckemeyer	1153	281	59	21.0	110	39.2
Benld	3316	658	52	7.9	218	33.1
Benton	7201	1643	569	34.6	790	48.1
Bluffs	1009	246	67	27.2	59	24.0
Breese	2399	585	126	21.5	185	31.6
Bridgeport	2229	544	153	28.1	245	45.0
Brookport	1098	268	56	20.8	80	29.9
Buckner	1827	436	54	12.1	100	22.4
Carbondale	6267	1633	440	27.0	634	39.0
Carlyle	2027	494	305	61.8	221	44.7
Carmi	2667	751	190	25.3	197	26.2
Carrier Mills	2347	571	119	20.8	116	20.3
Carrollton	2020	493	307	74.5	247	50.1
Carterville	3401	853	462	54.2	516	60.5
Casey	2189	534	106	20.0	131	24.5
Centralia	12401	3154	647	20.5	1357	43.0
Central City	1248	305	65	21.3	83	27.2
Chester	2904	727	344	45.9	365	50.2
Christopher	3820	863	461	53.4	470	54.5
Collinsville	9753	2248	535	23.8	1033	46.0
Columbia	1592	388	268	71.5	270	69.6
Coulterville	1407	343	185	53.9	116	33.8
Creal Springs	1002	244	51	20.9	51	20.9
Dupo	1393	340	172	50.6	230	67.7
Du Quoin	7253	1846	485	26.3	661	35.8
East Alton	1669	407	188	46.2	260	63.9
Edwardsville	5326	1357	616	45.4	1035	76.3
Effingham	4024	1027	207	20.2	208	20.3
Eldorado	5064	1194	362	30.3	535	44.8
Elizabethtown	1055	257	51	20.0	51	20.0
Equality	1332	325	70	21.5	35	10.8
Fairfield	2754	701	277	39.5	314	44.8
Flora	2538	918	465	50.7	638	102.2
Freeburg	1594	389	165	42.4	143	36.8
Gillespie	4063	970	225	23.2	461	47.5
Glen Carbon	1333	323	29	9.0	163	31.9
Golconda	1242	303	129	42.6	85	28.1
Grayville	1749	427	85	20.0	85	20.0
Greenfield	1149	280	210	75.0	137	48.9
Greenville	3091	754	362	48.0	370	49.1
Grigsville	1743	428	71	16.6	87	20.4
Harrisburg	7125	1795	543	30.3	809	45.1
Herrin	10981	2532	752	29.7	1245	49.2
Highland	2902	773	313	40.5	333	43.1
Hillsboro	5024	1231	388	20.1	658	49.8
Hurst	1222	298	89	33.2	171	65.9
Jerseyville	3839	937	538	57.4	491	52.4
Johnston City	7137	1527	556	36.4	810	53.1
Jonesboro	1090	266	90	33.8	68	25.6
Lawrenceville	5080	1263	502	39.8	368	29.1
Lebanon	1883	459	193	41.8	195	42.5
Litchfield	6215	1625	381	23.4	703	43.3
Livingston	1265	323	79	24.7	177	55.6
Logan	1462	344	33	9.6	70	20.4
Lovejoy	1501	366	79	21.6	77	21.0
McLeansboro	1927	470	143	30.4	144	30.6
Madison	9582	2405	717	29.8	1225	50.6
Marissa	1900	463	198	42.8	169	36.5
Mascoutah	2343	571	216	37.8	256	44.8
Metropolis	5055	1401	281	20.0	280	20.0
Morrisonville	1178	287	134	46.7	82	28.9
Mound City	2756	715	144	20.1	144	20.1
Mounds	2661	690	144	20.9	216	31.3
Mt. Olive	3503	794	164	20.7	355	44.7
Mt. Vernon	9815	2491	713	28.5	1020	40.4
Murphysboro	10703	2603	587	22.6	847	32.5
Nameoki	1181	288	34	11.8	65	22.6
Nashville	2209	539	226	41.9	187	34.7
New Athens	1406	343	121	35.2	188	54.8
New Baden	1550	378	60	15.9	102	27.0
Newton	2083	508	111	21.8	102	20.0
Nokomis	3465	779	195	25.0	181	23.2
Norris City	1300	317	110	34.7	80	25.2
Oblong	1547	377	137	36.3	131	34.8
Odin	1385	338	57	16.9	105	31.1
O'Fallon	2379	556	226	40.7	376	67.6
Olney	4491	1204	261	21.7	326	26.8
Orient	1388	339	69	20.3	100	29.5
Panama	1281	312	62	20.0	110	35.3
Percy	1280	312	48	15.7	185	59.2
Pinckneyville	2649	672	239	35.5	339	48.8
Pittsfield	2129	519	279	53.8	134	25.8
Red Bud	1141	278	183	65.8	133	47.9
Ridgeway	1102	244	116	47.5	121	49.6
Robinson	3375	937	177	18.9	187	20.0
Roodhouse	2928	1741	175	23.6	350	47.4
Rosiclare	1522	371	77	20.8	51	13.8
Royalton	2043	498	211	42.4	231	46.4
St. Elmo	1337	326	72	22.0	91	27.9
St. Francisville	1164	284	80	28.2	101	35.6
Salem	3457	905	356	39.3	459	50.7
Sandoval	1768	431	93	21.6	162	37.6
Sesser	2841	653	140	21.4	130	20.0
Shawneetown	1308	334	121	36.2	141	42.2
Sparta	3340	885	324	36.6	396	44.7
Staunton	6057	1389	281	20.2	517	37.2
Sumner	1029	251	127	50.5	103	40.2
Swansea	1048	256	62	24.2	85	33.2
Tamaroa	1115	272	102	37.5	107	39.3
Tilden	1137	277	33	11.9	75	27.1
Trenton	1200	293	243	83.0	159	54.4
Troy	1312	320	156	48.8	156	48.8
Upper Alton	2925	1199	362	30.2	940	78.4
Vandalia	3316	868	215	24.8	301	34.7
Waterloo	1930	471	300	63.6	220	46.5
W. Frankfort	8487	1920	815	42.5	1426	74.3
White Hall	2954	817	194	23.8	212	26.0
Winchester	1540	376	100	26.6	163	43.4
Woodriver	3476	833	366	43.9	742	89.1

ILLINOIS

	Pop.	Families	Daily Circ.	Daily Cov. %	Sun. Circ.	Sun. Cov. %
Worden	1252	305	82	26.9	90	29.5
Zeigler	2338	570	452	79.3	366	64.2

ARKANSAS

	Pop.	Families	Daily Circ.	Daily Cov. %	Sun. Circ.	Sun. Cov. %
Corning	1504	356	116	30.4	139	36.5
Hoxie	1711	417	83	19.9	151	36.2
Piggott	2016	492	102	20.8	121	24.6
Pocahontas	1806	440	89	20.2	124	28.2
Walnut Ridge	2226	543	121	22.2	185	34.1

MISSOURI

	Pop.	Families	Daily Circ.	Daily Cov. %	Sun. Circ.	Sun. Cov. %
Bernie	1571	383	78	20.3	78	20.3
Bloomfield	1994	267	163	61.1	141	52.8
Bonne Terre	3815	868	265	30.3	408	47.0
Boonville	4665	1090	836	76.7	683	62.7
Bowling Green	1965	446	349	107.9	328	73.8
California	2218	541	342	63.2	287	53.1
Campbell	2025	494	100	20.2	150	26.3
Canton	1949	475	193	40.6	186	39.2
Cape Girardeau	10252	2489	783	31.5	1487	59.7
Caruthersville	4750	1196	301	25.2	432	36.1
Centralia	2071	505	189	37.4	165	32.7
Chaffee	3035	663	193	29.1	267	40.3
Charleston	3410	839	504	60.1	474	56.5
Clarence	1400	341	168	49.2	165	50.8
Columbia	10392	2854	845	29.6	1245	43.6
Crystal City	2243	547	146	26.7	236	43.1
Desloge	2568	627	151	24.1	220	35.1
De Soto	5003	1249	463	36.6	505	40.4
Dexter	2635	657	335	51.0	352	53.6
Doniphan	1248	304	141	46.4	166	54.6
East Prairie	1124	274	98	35.8	116	42.3
Edina	1458	351	202	57.6	183	52.1
Eldon	2636	266	276	103.8	213	80.1
Elsberry	1255	306	211	69.0	155	50.7
Elvins	2418	590	180	30.5	210	35.6
Farmington	2685	660	268	40.6	270	40.9
Fayette	2381	581	428	73.7	297	51.1
Festus	3348	810	221	27.3	281	34.7
Flat River	5200	1247	495	39.7	540	43.3
Fornfelt	1819	444	1048	236.0	778	27.8
Fredericktown	3124	745	329	44.2	344	46.2
Fulton	5595	1101	554	50.2	566	51.3
Gideon	1197	292	79	27.1	91	31.2
Glasgow	1351	330	158	47.9	105	31.8
Hannibal	19306	5145	1047	20.4	2134	41.5
Hayti	1507	368	102	27.7	150	40.8
Herculaneum	1826	445	96	21.5	132	29.7
Hermann	1701	415	267	64.3	215	51.8
Higbee	1400	341	73	21.4	77	22.6
Himo	1275	311	84	27.0	111	35.6
Jackson	2114	516	148	28.7	190	36.8
Jefferson City	14420	2385	1303	45.2	2100	72.5
Kahoka	1024	386	268	67.7	163	41.5
Kennett	3622	901	241	26.8	335	37.2
La Grange	1114	272	56	20.6	69	25.4
La Plata	1463	357	129	36.1	106	29.7
Leadwood	2056	497	207	58.6	311	62.6
Lebanon	2348	716	184	25.7	214	29.9
Louisiana	4080	1204	435	36.1	491	40.8
Macon	3549	1056	266	20.2	335	32.3
Malden	2068	512	172	33.6	209	40.8
Mexico	6013	1627	677	41.6	770	47.3
Moberly	12808	3500	587	16.5	1170	32.9
Monroe City	1941	473	213	45.0	187	39.7
Montgomery City	1658	412	244	59.2	179	43.5
Morehouse	1913	467	179	38.3	176	37.7
Mountain Grove	2212	590	77	13.1	121	20.5
Mountain View	1058	258	53	20.5	53	20.5
Newburg	1233	301	128	42.5	137	45.5
New Madrid	1968	465	188	40.4	210	45.2
Oran	1141	278	93	33.5	108	38.9
Pacific	1275	311	184	59.2	156	50.2
Palmyra	1964	479	138	28.8	193	40.3
Paris	1431	349	209	61.0	335	96.0
Parma	1241	303	68	22.4	65	21.4
Perryville	1763	430	291	67.7	195	45.4
Piedmont	1088	265	152	57.4	169	63.8
Poplar Bluff	8042	1911	773	40.5	1077	56.3
Portageville	1244	303	101	33.3	133	43.9
Rolla	2077	507	303	59.8	321	63.3
St. Charles	8505	2083	969	46.5	1261	60.5
Ste. Genevieve	2046	499	404	81.0	335	66.9
St. James	1117	272	166	61.1	145	53.3
Salem	1771	432	196	45.4	153	35.4
Salisbury	1757	429	67	15.6	93	21.7
Sedalia	21144	5498	1118	20.3	1507	27.4
Senath	1054	257	64	24.9	92	35.8
Shelbina	1809	441	194	44.0	174	39.5
Sikeston	3613	881	555	66.0	593	70.5
Sweet Springs	1177	287	159	55.4	57	20.0
Tipton	1170	285	187	65.6	158	55.4
Troy	1116	272	382	140.4	211	77.6
Union	1605	391	148	37.9	215	55.0
Vandalia	2158	526	417	79.3	296	56.3
Versailles	1651	403	181	44.9	144	35.7
Washington	3132	764	441	57.7	477	62.4
Wellsville	1551	378	222	58.7	392	103.7
West Plains	2178	530	159	30.0	140	26.4
Willow Spgs.	1441	351	79	22.5	96	27.4

KENTUCKY

	Pop.	Families	Daily Circ.	Daily Cov. %	Sun. Circ.	Sun. Cov. %
Fulton	3415	880	291	33.0	140	16.0
Hickman	2633	673	165	24.5	140	20.8

St. Louis Globe-Democrat

The Newspaper of The 49th State

F. St. J. Richards.....New York
Guy S. Osborn.....Chicago

J. R. Scolaro.....Detroit
C. Geo. Krogness.....San Francisco
Dorland Agency, Ltd.....London

Will you allow great retailers marketing success

How they have analyzed the market— how they concentrate their advertising on a 12-mile area • •

TRULY Boston *seems* to be a fruitful field for national advertising. And it is. The existence in Boston of some of the greatest retail stores in the United States proves this. Their business volume, their lists of charge accounts are additional proof.

Because so many national campaigns felt disappointment with results in Boston, whereas Boston retailers experienced no such difficulty, the Globe decided to investigate the Boston market.

A seeming 30-mile trading radius— really 12 miles

And the Globe found that the chief difference in principle between most national campaigns coming into Boston, and Boston retail advertising, lay in the conception of the Boston market.

The secret lies in separating the real Boston buying population from the population that merely lives near Boston.

The Globe investigated parcel deliveries of great Boston stores. And it learned that 74% of these parcels go to homes *within 12 miles*.

The Globe obtained from a leading department store an analysis of the location of its charge accounts. It learned that 64% of these are *within 12 miles*.

Then the Globe analyzed retail outlets in all leading fields. Numerically these outlets show a majority within the 12-mile area. In actual business volume this strength is greater than it seems because these stores within the 12-mile area are the bellwether stores—biggest in volume—real leaders.

How the Globe parallels this new trading area

Within this newly-defined trading area the Sunday Globe offers the largest circulation of any newspaper in Boston, and its daily circulation is even greater than on Sunday. That is why in 1925 Boston department stores placed the daily Globe first on their list, and in the Sunday Globe used *as much space as in the three other Sunday papers combined.*

The Globe sells Boston—the Key trading area of 12 miles—1,700,000 people whose per capita wealth is nearly $2000. It commands the liking of these people through editorial merit. It interests women through the oldest woman's page in America. It interests men through its full treatment of sports. It is politically and religiously nonpartisan.

Sell the Key trading area through the Globe

The Globe covers the 12-mile trading area more intensely than any other Boston paper. That 12-mile area is Boston's Key market. Retail sales prove it; density of population and per capita buying power prove it.

Study the map at the right. See how the Globe leads in the key market. Note the figures on distributing outlets. Then buy the Globe *first* in Boston.

TOTAL NET PAID CIRCULATION IS

279,461 Daily *326,532 Sunday*

It is pretty generally true in all cities with large suburban population that, *in the metropolitan area*, when the Sunday circulation is practically the same or greater than the daily circulation, there is proof of a real seven-day reader interest with a minimum of casual readers of the commuting type.

to show you the way to in Boston?



In the Area A and B, Boston's 12-mile Trading Area, are

64% of department store charge accounts
74% of all department store package deliveries
61% of all grocery stores
57% of all drug stores
60% of all hardware stores
57% of all dry goods stores
55% of all furniture stores
46% of all automobile dealers and garages

Here the Sunday Globe delivers 34,367 more copies than the next Boston Sunday newspaper. The Globe concentrates—199,392 daily—176,479 Sunday

The Boston Globe

The Globe sells *Boston*

Your Salesmen

should have as good tools as these—



GEM BINDERS are built right to hold Testimonial Letters. Sales Bulletins, Photographs, Price Sheets and similar material. GEM BINDERS aid the Salesman in conveying that Good First Impression.

GEM BINDERS are not just covers, they are expanding loose leaf binders fitted with either our patented flexible staples, binding screw posts or paper fasteners.

They are easily operated, hold their contents neatly and compactly, fit nicely into a traveling man's brief case.

GEM BINDERS in Style "GB" are covered with heavy quality Art Fabrikoid; they can be washed, if necessary, for the removal of hand stains, without affecting the surface color or finish of the material.

May We Submit Specimens for Inspection Purposes?

THE H. R. HUNTTING CO.

Worthington Street
SPRINGFIELD, MASS.

How the Warehouse Fits Direct Distribution

[CONTINUED FROM PAGE 22]

Physical inventories are taken and reported promptly each month. Collections are made when authorized."

The warehouse, furthermore, fits into distribution where consignment selling has crept in. This old evil has emerged more and more of recent years in the competition to market capacity output for our factories. Consignment selling has always been fraught with danger. Its very basis is unsound, because the manufacturer, by a consigned stock, is seeking to move his wares upon wholesalers or dealers who either (1) have not confidence enough to stake their own money by stocking the goods, or (2) have not the capital to purchase on their own account.

In either case, the maker of goods is trying to stretch his sales beyond normal limits. Deliberately, for that purpose, he lets his goods go out in the "hope that they will be sold" before the dealer tires of storing them and ships them back to the factory.

By the consignment contract, the merchandise remains the property of the manufacturer, not that of the dealer. Title, in the law, rests with the manufacturer all of the time. But the pitfall of consignment selling lies in the further requirement of the law (in about thirty of the States) that the contract of consignment must be filed wtih the country clerk. Unless the contract is so recorded within a stated time of its making, the title of the manufacturer becomes invalid. The goods belonging to the manufacturer, both in fact and by agreement, may yet be sized for debts of the dealer. If he assets; the manufacturer is a general fails the goods become part of his creditor for their value.

IN three States (Mississippi, Virginia and West Virginia) there lies a further pitfall for the consignment stock. In those States it is required that the dealer who is agent for a consigned stock must display "a sign in letters easy to be read, placed conspicuously at the house where such business is transacted," and also publish a notice a certain number of times in a newspaper. These peculiar statutes are too seldom observed by out-of-State manufacturers, probably through ignorance of their existence. Yet where the manufacturer fails to observe this technical requirement his goods may be seized for debts of the dealer; at times the manufacturer has been ruled out by the court even when claiming to be a general creditor, on the ground of failure to comply with the law.

Consignment selling is unsound business. Ever so little delving into the records of bankrupt dealers and wholesalers will give a sales manager a staggering lot of information, which will make him gun-shy of this method of pushing volume.

HERE, however, have entered warehouses for the protection of the manufacturer. "The greatest contribution of the merchandise warehouse to our commercial life," declares a manufacturer of paint, "is their doing away with consignment sales." In that remark he touched on one of the risks of all paint makers because their business has been one of large consignment practices.

Paint is not, of course, alone in facing this evil. It has crept into the selling of tires to a dangerous extent, or, in the words of one of the most prominent names in that industry:

"We tire makers declare we do not do it, but we all do. I know our company does. We have to, because it's the only way we can market the tires. But we find the dealer who stocks with consigned tires is a reluctant representative, and he seems to be the sort that makes up the Dun reports of business failures. Three-fourths of our company's commercial losses come from the consigned accounts."

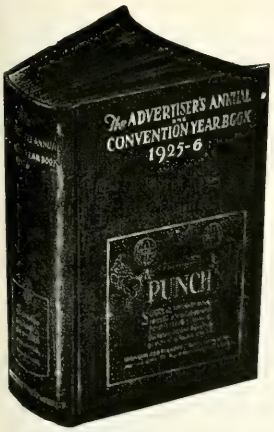
But the warehouse makes it possible to escape consignments and yet secure representation by all dealers. Rather than have large "suspense accounts" for consigned goods, the manufacturer ships his goods to a warehouse, with the warehouseman under instructions to deliver to dealers on their own requisition. Such deliveries may be on a credit basis, by use of the accredited list of customers, or it may be on the C. O. D. basis for those of uncertain credit standing. In this manner the dealer is not burdened with stock beyond necessary minimum quantities, until sales are actually in prospect. He then obtains from the manufacturer's warehouse stock such sizes and quantities as he can sell.

The manufacturer, all the time, owns the goods. "Possession is eleven points of the law," and nowhere is this more true than when bankruptcy overtakes the dealer.

To demand cash-with-order or cash-on-delivery is needlessly ruthless when shipment is made from the factory to the dealer for stock. Much sales effort is sheer waste when terms of this sort must be named. The result frequently is that the dealer whose credit is tottering will overbuy from any manufacturer who is incautious enough to grant a credit rating.

Under the sales law of this country,

BRITISH ADVERTISING'S GREATEST REFERENCE WORK



100,000 QUERIES CONCERNING BRITISH ADVERTISING ANSWERED IN ONE BIG VOLUME

November 30th, 1925, was the date of publication of the first Great Reference Work covering every branch of British Advertising—the BRITISH ADVERTISERS' ANNUAL AND CONVENTION YEAR BOOK 1925-26.

This volume gives for the first time information and data needed by all advertising interests concerning British advertising, British markets and British Empire Trade. You can turn to its pages with your thousand and one advertising questions concerning any phase of British advertising, media and methods—and know that you will find accurate and up-to-date answers.

You will see from the brief outline of contents adjoining that this ANNUAL is really *four books in one.* It contains: a Series of Directories and complete Reference Data covering every section of British advertising—a Market Survey and Research Tables—a complete Advertising Textbook covering the latest developments in British advertising—and the Official and Full Report of the First All-British Advertising Convention held this year at Harrogate.

The 12 Directory Sections and the many pages of Market Data and Research Tables will alone be worth many times the cost of the book to those American Advertising Agents, international advertisers, newspapers and magazines, who are interested in advertising in Great Britain, in British and Colonial markets, or in securing advertising from Great Britain.

For instance, here are given the 1,100 leading newspapers, magazines and periodicals in Great Britain and the Empire—with not only their addresses and the names of their advertising managers, but with a *complete schedule of all advertising rates*, page and column sizes, publishing and closing dates, circulation, etc. Nothing so complete, comprehensive and exhaustive as this has ever before been produced in any country. In the Market Survey Section likewise there are thousands of facts, figures and statistics given in the various Tables and Analyses.

The working tools of any American advertising man who is in any way interested in British markets or in British advertising cannot be complete without this great work of reference. It answers any one of 100,000 specific advertising queries at a moment's notice; it gives to advertisers and advertising men a book of service that they can use and profit by every day of the year. Nearly 500 pages—59 separate features—more than 3,600 entries in the directory section alone, each entry containing between 5 and 25 facts—1,700 individual pieces of market data—full reports of all events and official resolutions and addresses at the Harrogate Convention—and finally, altogether 100 articles and papers, each by a recognized advertising and selling expert, giving a complete picture of British advertising methods, media and men up to the minute. A year's labor on the part of a staff of able editors—the result of more than 14,000 separate and individually prepared questionnaires—the combined efforts of a score of experts—the help of more than 3,000 advertising men in collecting the data—all these have brought together in this volume every item of information you can need.

And withal, the price of this work is a mere trifle compared with its utility value. To secure the volume by return, postpaid, ready for your immediate use, you need merely fill in the coupon alongside, attach your cheque or money order for $4.00 and the British Advertiser's Annual and Convention Year Book 1925-26, will be in your hands by return.

CONTENTS—In Brief

Nearly 500 pages, large size, crammed with data, facts, ideas.

***First.*—A Complete Advertising Text-Book** on the Advertising Developments of the Year: Methods, Media, Men, Events. 22 chapters, 25,000 words —a complete Business Book in itself.

***Second.*—Market Survey and Data and Research Tables**—as complete a presentation as has yet been given in Great Britain of how to analyse your market, how to conduct research, how to find the facts you want, how and where to launch your campaign and push your goods—together with actual detailed facts and statistics on markets, districts, population, occupation, etc., etc.

***Third.*—The Official, Full and Authoritative Report of the First All-British Advertising Convention at Harrogate.** Another complete book in itself—60,000 words, 76 Addresses and Papers—constituting the most elaborate survey of the best and latest advertising methods, selling plans and policies, and distribution schemes, ever issued in this country, touching on **every phase of publicity and selling work.**

***Fourth.*—A Complete List and Data-Reference and Series of Directories,** covering every section of British Advertising: Fourteen Sections, 5,600 Separate Entries with **all relevant facts about each,** more than 250,000 words, embracing distinct Sections with complete Lists and Data on British Publications, Advertising Agents, Overseas Publications, Overseas Agents, Billposters, Outdoor Publicity, Bus, Van, Tram and Railway Advertising, Signs, Window Dressing, Display-Publicity, Novelty Advertising, Aerial Publicity, Containers, Commercial Art, Postal Publicity Printing, Engraving, Catalogue and Fancy Papers, etc., and a complete Section on British Advertising Clubs.

Really Four Works in One—A Hundred Thousand Facts—The All-in Advertising Compendium.

Sign this Coupon and Post it To-day—

To The Publishers of British Advertiser's Annual and Convention Year Book, 1925-26,
Bangor House, 66 & 67 Shoe Lane, London, E. C. 4

Please send me one copy of the "BRITISH ADVERTISER'S ANNUAL AND CONVENTION YEAR BOOK 1925-26" postpaid by return. I enclose herewith $4.00 in full payment.

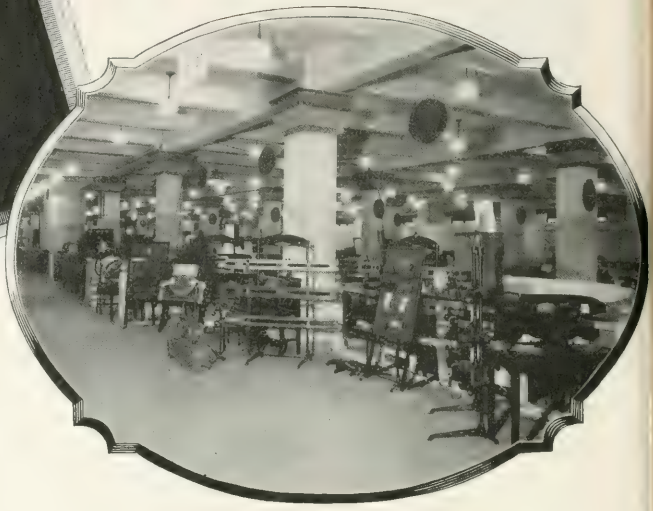
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Address .....

$7,500,000,000



Automotive Market—



AUTOMOBILE
TRADE JOURNAL
Chestnut and 56th Sts.
Philadelphia

100,000 COMPLETE COVERAGE

Consider the following figures in connection with automotive merchandising possibilities:

3,300,000 cars in 1926 not "factory equipped" with—**front bumpers**
3,500,000 cars in 1926 not "factory equipped" with—**rear bumpers**
3,150,000 cars in 1926 not "factory equipped with—**shock absorbers**
1,720,000 cars in 1926 not "factory equipped" with—**rear view mirrors**
2,450,000 closed cars not "factory equipped" with—**heaters**
2,900,000 cars in 1926 not "factory equipped" with—**engine heat indicators**
2,450,000 cars in 1926 not "factory equipped" with—**traffic signals**
3,500,000 cars in 1926 not "factory equipped" with—**cigar lighters**
3,400,000 cars in 1926 not "factory equipped" with—**clocks**
3,420,000 cars in 1926 not "factory equipped" with—**spare tire lock**
Extremely small percentage of open models equipped with—**windshield wings.**

Chilton Class Journa

and— 100,000 *Dealer Outlets*



MOTOR AGE
5 So. Wabash Avenue
Chicago

100,000 TRADE COVERAGE

Megaphone your message to the multitude and a shockingly small percentage of those within ear range will know what it is all about—and will care less.

Tell the same story to an exclusive audience of dealers, garage owners and service men and you have 100 per cent interest.

Your advertising in the National Shows issues of *Automobile Trade Journal* and *Motor Age*, with combined circulation of over 100,000 copies, will reach and cover the Trade—the whole Trade—*and nothing but the Trade.*

Company Publications

Can Advertising Volume Be Increased by More Efficient Circulation Data?

and

We Take the Affirmative!

IT is a vital part of the service we render to our publisher clients to analyze for them the exact points of distribution and sale of their magazines—to keep them posted on the stand—locations where sales are forging ahead—and where they are falling off. Our clients' advertising solicitors are fortified with facts and figures of newsstand distribution that just can't take "no" for an answer. Some of our clients have recently informed us that they can sell more space by using the circulation data we supply than they ever could without it.

If you would listen to our story—we guarantee that it will at least prove interesting. Either write, telephone or call at our office and we shall be pleased to explain in detail the connection between our distributing service and the building of advertising revenue.

EASTERN
DISTRIBUTING CORPORATION
45 West 45th Street, New York
Bryant 1444



HOTEL ST. JAMES
109-113 West 45th St., New York City
Midway between Fifth Avenue and Broadway
An hotel of quiet dignity, having the atmosphere and appointments of a well-conditioned home. Much favored by women traveling without escort. 3 minutes' walk to 40 theatres and all best shops.
Rates and booklet on application.
W. JOHNSON QUINN

To Reach { Lumber Manufacturers, Woodworking Plants and Building Material Dealers use the
American Lumberman
A. B. C. Est. 1873 CHICAGO, ILL.

Jewish Daily Forward, New York
Jewish Daily Forward is the world's largest Jewish daily. A.B.C. circulation equal to combined total circulation of all Jewish newspapers published. A leader in every Jewish community throughout the United States. A Home paper of distinction. A result producer of undisputed merit. Carries the largest volume of local and national advertising. Renders effective merchandising service. Rates on request.

when the dealer fails the manufacturer has a lien on the goods and the right to retain possession of them or demand repossession so long as they have not passed from his hands or his agents. A common carrier being an agent, in this sense, the manufacturer has the right to stop his goods in transit if he is able to overtake them before delivery. Too often, however, this lien is lost, because the goods have passed into the hands of the bankrupt concern. They forthwith are merged in the general assets to be administered by the trustee in bankruptcy.

How much easier to deliver through a warehouse!

IF the credit is questionable the manufacturer can solicit the business, but without making delivery of a large stock of the goods. The salesman can make plain that warehouse stocks are available within a few hours' delivery. When, moreover, demand for the goods knocks at the retailer's door, he will seldom feel aggrieved if met by a demand for cash when he applies to the warehouse for stock. For the cash payment, in this case, is not to be tied up for an indefinite time in slow-moving stock-in-trade. The goods will move to a customer the same day. The dealer, therefore, "lays his money down on the barrel," as they say in some parts of the country, with the warehouseman for the same goods that he would refuse to accept from a salesman on a C. O. D. basis.

During the years 1921-1923, this use of warehouses grew quite noticeably west of the Mississippi. Those were the years of agricultural depression with banks closing every day and credit conditions always doubtful. Distant manufacturers did not want to lose their market and yet they feared to risk large open accounts with dealers who were already woefully slow to pay because of their own frozen credits. The manufacturers simply warehoused their goods, authorized the warehouseman to deliver by invoicing and collecting from the dealer as he needed the goods. The warehouseman charged his usual fee for collecting accounts.

To the manufacturer the risk was nothing. The goods did not leave the warehouse until the dealer was prepared to make payment. So long as lodged with the warehouseman the merchandise was the property of the manufacturer under his sole control. Should the warehouse itself fall into financial difficulties the goods in store were not involved because the warehouseman at no time acquires title to the goods, but always holds them in trust as bailee.

So successful was this plan during those three years of trying times that warehouse selling has largely displaced consignment selling beyond the Mississippi.

(This is the fourth of a series of articles by Mr. Haring. The first appeared in the issue of September 8.—EDITOR.)

YOUR TRUE ROMANTIC IS THE AMERICAN

We do not always admit it, but there is probably no nation so romantic as ours. In our veins still courses the blood of the pioneers. We are still an adventuring people.

That accounts for the eager interest shown in the sixteen magazines of the All-Fiction Field. The demand for the sort of good fiction carried in these magazines is so spontaneous and sincere because it comes from the warmest of human instincts—the love of romance.

When you tell your sales story in the advertising pages of All-Fiction Field, you are appearing before an audience of whose friendly interest you may be assured at the start.

2,780,000

Members Audit Bureau of Circulations

All-Fiction Field

Magazines of Clean Fiction

New York Boston Chicago San Francisco



A New Detroit Hotel With A Definite Purpose!

Equipped in the finest and most modern manner—designed by a firm of world-famous hotel architects—directed by a man thoroughly versed in every phase of hotel management, the function of the new Savoy in Detroit will be to supply first-class hotel accommodation at moderate rates.

The Savoy has 750 rooms with baths, and is situated just six short blocks north of Grand Circus Park, on Woodward Avenue at Adelaide Street.

It was designed by Louis and Paul L. Kamper (architects of the Detroit Book-Cadillac Hotel) and has as its managing director, A. B. Riley, formerly manager of the Bancroft Hotel, Saginaw, Mich. The Savoy's rates are $2.50, $3.00 and $3.50, with suites and sample rooms ranging in price from $5.00 to $12.00.

The cuisine of the Savoy is unsurpassed. Outstanding features of the Hotel are the Bohemian Room, the Coffee Shop and the Food Shop —the walled-in Garden Court—the International Suites (each decorated in the national style of some foreign country)—the 20-chair barber-shop and the 18-booth beauty parlor—the Emergency Hospital, with a nurse in constant attendance—the Valet and Checking service—the Florist's Shop—the Humidor—and the Gift Shop.

The Savoy opens for business on September 15.

A. B. RILEY, *Managing Director*

SAVOY Hotel
Detroit

The Agency's Position in Business Economics

[CONTINUED FROM PAGE 36]

each client's problems not only the services of experts on marketing, on copy writing and copy psychology on art (both pictorial and mechanical), and on every other detail of the multitudinous technique of advertising, but also a general experience built from constant association with other advertising and merchandising problems.

Largely through the increasing experience of the professional advertising man and the efficiency of the advertising organizations with which he has surrounded himself, the percentage of waste and failure of advertising expenditures is being steadily lowered and the *hazard of advertising steadily reduced.*

IN spite of this, one of the chief points of argument has always been that the agent under the present system is in the impossible position of "serving two masters." It is well, therefore, at this point to see just what the agent's functions are, to determine whether or not his apparently double responsibility is "impossible" either in theory or in fact.

To the publisher, the agent is the principal factor in the tremendous increase in the demand for his medium and in the safeguarding of his market's permanence, because he has organized and developed a business through which that medium can be turned into successful advertising.

His neutral position as the agent of *all* publishers has allowed him to approach the advertiser from a ground of impartiality impossible to the publisher himself. To a great extent he has earned the confidence of the advertiser in the integrity of his purpose, in spite of the fact that his financial interest seems entirely dependent upon the volume of space that he sells; and the publisher finds in that confidence, which with his more limited interests he could hardly expect for himself, an added insurance against a shrinkage of his market. The agent is of further use to the publisher, both in the bookkeeping and credit sides of his business, and in its mechanical handling.

To the advertiser, he has been the pioneer in the development of an advertising practice that each year has grown more and more effective in making advertising pay the advertiser. He has brought advertising experience, specialized technical knowledge and high-caliber creative ability within the reach of every business, irrespective of size. He has been responsible in large measure for the standardizing of *the price of the medium of communication,* so that today every advertiser can know practically what every other advertiser is paying. He has cut down in many ways the necessity on the part of advertisers for clerical detail, the cost of which would have been out of all proportion to the advertiser's appropriation.

In none of these functions to publisher or to advertiser do we find any conflict of interest, for in every function the agent is very apparently serving, not two masters, but the *common* interests of two masters; and the argument that this is impossible, anomalous, or iniquitous, falls in the face of the *fact* that it has worked to the advantage of both interests involved and is continuing to do so.

The interest of advertiser and of publisher may be in conflict over the question of agency recognition.

This question divides itself as follows:

First: It is to the best interest of both advertiser and publisher that the agent should operate under *some form* of franchise or control through which his qualifications to serve both interests can be measured?

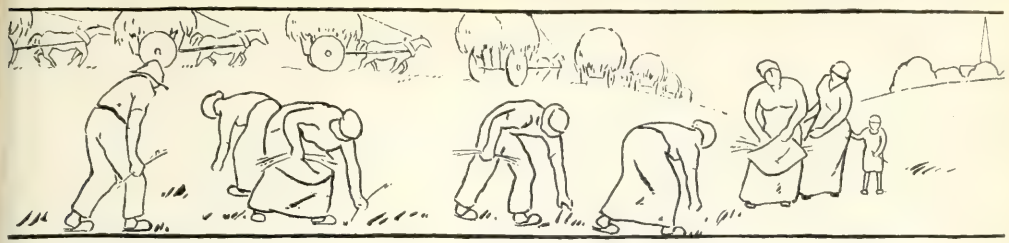
Society protects itself against the quack in medicine and the shyster in law by hedging those professions with certain initial requirements of education and experience that safeguard to a large extent the public interest. No such *legal* safeguards have been placed around the vocation of the advertising man.

THE critics of the present system say that it would be perfectly safe to leave judgment as to these qualifications in the hands of the individual advertiser; but, although this might be true if applied only to a group of larger and more experienced advertisers, it obviously is dangerous if applied to the vast majority of small advertisers and to the ever-increasing number of new advertisers continually entering the field.

Certainly, since the publisher is admittedly depending upon the agent to develop and protect his market, it is to his interest that some standard of qualification be upheld, and, just as certainly, since the advertiser by his very need and dependence on specialized counsel and creative service admits his lack of knowledge of the subject, it is to his interest also that the right to offer such service be dependent upon certain prescribed qualifications.

Second: Is it to the best interests of advertiser and of publisher that this necessary control be vested with the publisher?

The critics of the present system



REAPERS and GLEANERS

When a business boasts that it is successful without advertising, it is proper to ask "Is zat so?" The facts sometimes reveal that its success is really due to advertising—competitors' advertising. Other houses have created a market so active that it absorbs some of the unadvertised brands.

Even a well-reaped field leaves something for the gleaner. But the gleaner never gets as much as the reaper. And he depends for his business on something outside himself. He is there on sufferance. The advertised brand pays fare, and occupies a cabin. The unadvertised brand is a stowaway. Sometimes it reaches the port, rumpled and undignified, and not altogether honestly, and sometimes it is discovered and thrown out.

A good article will always have some sale. A good article's sale will always be helped by a competitor's advertising. But a good article with adequate advertising can always secure a larger share of sales than the same article with no other advertising than that of competitors.

CALKINS & HOLDEN, Inc.
247 PARK AVENUE · NEW YORK CITY



Three Dollars-

What does it represent? Dinner at "Twin Oaks"; a ticket for a show (one); a lavender necktie, or:

A year's subscription to Advertising & Selling, the magazine of the new tempo in business. Three dollars will bring it to your desk—twenty-six times a year—replete with the mature judgments and ripe opinions of the recognized authorities in the advertising and selling world.

Spend three dollars to advantage. Clip the attached coupon now and mail it to us with your check.

ADVERTISING AND SELLING
9 East 38th Street, New York City

Canadian, $3.50
Foreign, $4.00

Enter my subscription for one year.

☐ Check for $3.00 is enclosed. ☐ Send bill and I will remit promptly.

Name---------- *Position* ----------

Address---------- *Company* ----------

City ---------- *State*----------

A. S. 11-3

claim that for the publisher to say who shall and who shall not serve the advertiser as an advertising counselor, is as iniquitous as it would be for the druggists of the country to control the right of the physician to practice medicine.

The facts of the case, however, would seem to indicate, since there is no conflict of interest between publisher and advertiser in either the functions or character of agency practice, since agency control is desirable to both interests, and since the advertiser himself can obviously never be in a position collectively to exercise such control, that control exercised by the publisher is the *only* possible way of having *any control at all* and can be of no practical disadvantage to the advertiser.

THE interest of advertiser and publisher may be in conflict over the *method* by which the agent receives his remuneration through a publisher's commission.

It is a common error to consider this commission solely as a remuneration to agents for services performed *for the advertiser.*

As a matter of fact, since it has been shown that the agent is of real service to the publisher in ways that not only do not conflict but are in perfect accord with the interest of the advertiser, the commission should be considered as a common obligation between publisher and advertiser, paid collectively rather than individually for services rendered collectively rather than individually.

Some critics of the present system suggest the total elimination of the commission and the payment of the tax for agency service by a fee arrived at individually between each advertiser and his agent.

It would seem that there are some serious drawbacks to such a solution.

Even though it did not disregard the fact that the publisher as well as the advertiser has an obligation to the agent, primarily it would create a conflicting interest between agent and advertiser by making the agency remuneration a matter of barter rather than of accepted and standardized practice.

Granting that both parties would attempt to approach the matter fairmindedly, it is difficult to see how any advertiser can appraise the value of an agent's service to him individually. And on the part of the agent, one thing is certain—if the *cost* of his service to the advertiser becomes a prime factor in the gaining of clients, competition will gradually force that cost down and just as gradually, but just as surely, the character of that service will deteriorate.

Such an effect would necessarily react against the interest of the publisher, and he could protect himself only by increased direct expenditure in business development, which in turn would, by adding to *his* costs, increase his price to the advertiser.

Eventually, it is practically certain,



GIVE HEALTH

The most valuable and least expensive holiday gift that you can make

GIVE health as a Christmas present—to yourself, to every member of your family, and everybody in your community. You can! Buy Christmas Seals.

The work done by these tiny, mighty little seals has helped to cut the tuberculosis death rate by more than half.

Seal every parcel, letter and holiday greeting with Christmas Seals. Give health—and feel the joy that comes with the giving of man's greatest gift to his fellow man—healthy happiness now and for years to come.



THE NATIONAL, STATE AND LOCAL TUBERCULOSIS ASSOCIATIONS OF THE UNITED STATES

CHARACTER

The Indispensable Foundation

Now we maintain that newspaper advertising is something more than a degree of pressure applied to an area of paper.

We maintain that the value of a newspaper's advertising space is in direct ratio to the value of its other printed matter.

That if its reading-columns are cheaply filled its reader-value and resultfulness are lowered; but if the high character of its contents is earnestly and jealously upheld its advertisers reap redoubled harvests.

That to be a great effective advertising medium means, first of all, to be a great newspaper.

And so The News builds, from deep foundations upward, a publication that shall stand the tests of strength, integrity and completeness; surpassing all others in its field in the substance of its offerings to its readers; accepting every opportunity to attain a still broader and richer usefulness.

The Dallas Morning News

Texas Old Distinguished Newspaper

HOTEL EMPIRE

New York's newest and most beautifully furnished hotel—accomodating 1034 guests

Broadway at 63rd Street.

ROOM WITH PRIVATE TOILET $2.50

ROOM WITH PRIVATE BATH $3.50

$124,342.25 Worth of Merchandise Sold by Letters

At a Cost of Only $2,552.24. A copy of the letter sent you free with a 212-page copy of POSTAGE MAGAZINE for 50c.

POSTAGE is devoted to selling by Letters, Folders, Booklets, Cards, etc. If you have anything to do with selling, you can get profitable ideas from POSTAGE. Published monthly. $2.00 a year. Increase your sales and reduce selling cost by Direct-Mail. Back up your salesmen and make it easier for them to get orders. There is nothing you can say about what you sell that cannot be written. POSTAGE tells how. Send this ad and 50c.

POSTAGE, 18 E. 18th St., New York, N. Y.

Folded Edge Duckine and Fibre Signs
Cloth and Paraffine Signs
Lithographed Outdoor and Indoor Displays

THE JOHN IGELSTROEM COMPANY

Massillon, Ohio Good Salesmen Wanted

the result of the withdrawal of the commission from the agent would be to increase the cost of *efficient* advertising service to the average advertiser in a far greater measure than it would decrease the cost of space to him.

If, then, the withdrawal of the commission as a proposed alternative to the present system cannot prove itself as of any real benefit to either advertiser or publisher in either decreasing the service tax on advertising as a whole or improving the character of advertising service, it certainly does not warrant serious consideration from any but those who are looking at it from the angle of individual situations rather than from that of the good of advertiser and publisher as a whole.

The greater question, apparently, is not as to the *method* by which advertiser and publisher shall pay this tax on their common interest, but as to the basis on which it shall be computed.

IS it to the common interest of both advertiser and publisher that the agent should receive remuneration in ratio to the expenditures that pass through his hands?

From the publisher's standpoint the present basis would seem to be perfectly logical. The service rendered by agent to publisher is in sales, credit and bookkeeping. He does not render this service in any exact measure to any individual publisher, but he does render it in an exact measure to all publishers collectively and to each publisher individually in exact relation to his billings from that publisher.

The agent is valuable to the individual publisher in exact ratio to the size of the market in dollars and cents that he creates for that publisher.

If the agent is worthy of a remuneration from the advertiser, it is primarily because he has lessened for him the hazard of advertising. The measure by which he has lessened this hazard is in relation to the advertiser's increased success in the profitable sale of merchandise. This success is usually accompanied by a sustained or increased expenditure for the medium of communication offered by the publisher.

The best proof and the only measure, therefore, of the value of the agent's service to the advertiser is the value of the amount of that medium which the advertiser feels justified in buying.

To the advertiser, then, as well as to the publisher, basing the agent's remuneration on a percentage of the advertiser's appropriation is logical and, as a *basic method*, should be retained.

St. Louis Club Elects

The Advertising Club of St. Louis has elected Harry T. Bussmann president. The other officers are: Fred W. Winsor, first vice-president; W. J. Johnson, second vice-president; R. M. Wright, third vice-president; H. J. Echele, secretary and Frank Fuchs, treasurer.

CAPACITY OUTPUT FOR TEXTILE MILLS PREDICTED BY BUTLER

Support of Coolidge, Tariff and Prosperity, He Outlines as Campaign Issues

SAYS COTTON INDUSTRY IS NOW IMPROVING

Declares Plants Shortly Will Be Running on Full Time and Finds Employment Better

(Bureau of The Journal of Commerce.)

WASHINGTON, Sept. 23.—Return of the textile mills of Massachusetts to full time operation is the reasonably near future is seen by Senator William M. Butler of that State, chairman of the National Republican Committee. The Senator sought today in a newspaper interview in part to refute the charges made by opponents of the Administration that prosperity has been overstressed.

While the chief issues of the political campaign now getting well under way will be support of the Administration and its accomplishments, and the general situation of prosperity, the tariff will be an outstanding factor in many States, he predicts.

See Bright Outlook.

Reports that have reached me from the Republican standpoint show that the campaigns are in the shape and we have every reason to expect a very satisfactory outcome," the Senator said.

Asked as to what he regarded as the paramount issue, he said: "I hate to think about prosperity which has been talked about so much. I certainly believe in it, and so does everybody else. And further, we have to keep in mind the achievements of the Administration as to big tariffs, etc. We are in the middle of a period of the Administration and it is desirable to continue the policies of the Republican party and not be carrying out the President's program."

Senator Butler declared he did not agree with Walter Lippmann's recent views, especially with respect to Massachusetts.

"I have something about that State," he continued. "Prosperity does not visit every individual or every industry, but there is real evidence in many ways that Massachusetts is prosperous. Most decisive reason to come out by the numbers and size of bank deposits actually in gilt-building, construction of homes and to the manufacturing establishments, not, perhaps, altogether in the major industries, but in various minor industries.

"There is material improvement in the textile industry and fire has undoubtedly risen than their hereinfore has been. I have every reason to believe that to a considerable time our textile plants in Massachusetts will be running full time.

Progress On Tariff.

"There are some rough spots of the tariff law which have to go over the action industry which should be given some attention. Some of the [illegible] manifestly should be increased. It is true that of the entire cotton [illegible] there are great quantities of [illegible] being imported and [illegible] cases as to some of these should be increased."

Senator Butler was asked for his views as to the agricultural [illegible] situation, referring to the farmers he would favor increasing the tariff on their products. There is pending now before the Tariff Commission, and nearing conclusion, the question of the tariff on cheese, an increase in the tariff with respect to which the farmers of [illegible] strongly urged. Senator Butler was asked whether he would be willing to [illegible] questions of this particular character, as to which he would favor increasing the tariff on their products. There is pending now before the Tariff Commission, and nearing conclusion, the question of the tariff on cheese, an increase in the tariff with respect to which the farmers of [illegible] strongly urged. Senator Butler was asked whether he would be willing to [illegible] questions of this particular character, as to which he would favor increasing the tariff on their products. There is pending now before the Tariff Commission, and nearing conclusion, the question of the tariff on cheese, an increase in the tariff with respect to which the farmers of [illegible] strongly urged.

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8c 29½ A.
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SOUTHER
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7c 29 A.
8c 29½ A.
9c 29½ A.
10c 30 A.
Extraordinary.
SOUTHERN
YARN
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7c 27½
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9c 28½ A.
10c 29 A.
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10c 27½
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4-8c 27½/8
10c 28 A.
12c 28½ A.
CARPET AN

Cotton Yarns—Continued

ast Month Most Active of Year

eral Houses Report Most Active Month Since War Low Prices for Volume

PHILADELPHIA

A good volume of new business has been placed by manufacturers during the drastic decline in cotton and yarns, and this seems to be apparent this week. A number of spinners and dealers report a healthy demand, manufacturers are willing to figure further ahead than before the drop occurred. Although bulk of sales have been for delivery not later than November and December there have been numerous instances where other mills have been asked to cover their requirements or a portion of them until the middle of next year, applying more particularly to [illegible]

recent business have been clearing the market to a considerable degree, evidently on less drastically, but rather that they were quicker to meet the new and unusual conditions and that they have reaped the rewards of their policy.

Large Individual Sales.

Sales of 500,000 lbs. or more and several of 1,000,000 lbs. each have been reported during the past few weeks with more than a dozen of five years—the largest number for years taken by individual consumers. Knitters are willing to figure on [illegible]

Nearby Demand for Hosiery Still Feature

VIGOROUS RALLY IN TEXTILE SHARES

Gain from One to Three Points Rest of List Steady

Vigorous rally in the textile shares featured the Boston stock trading yesterday, advances from one to nearly three points being the rule. American Woolen was up 2¾ at 87½; Pacific Mills was 2¼ at 68; Pacific Mills was also reacting only a [illegible] from the [illegible]

Notable Improvement in New England Textiles

Operations Also on a Distinctly Scale—No Signs of a Credit Shortage

By EDSON E. SMITH

[illegible] Stimulate Buying

Smith Carpet Auction Made New High Record

Alexander Smith & Sons Carpet Co. completed the largest rug and carpet auction in its history shortly after noon Saturday, Oct. 9. The week's sales of 12,668 bales had been sold for $8,243,000; officials of the company said a new price list, guaranteed until May 1, was issued this week.

On Monday previous occasions have sales totals of similar auctions topped the $6,000,000 mark. This one missed $7,000,000 by only $82,000. The auction was also the longest ever held, as it began on Friday, Oct. 1. For the first time buyers did not know how many bales were to be offered on all, but this fact had no effect on the bidding, strong levels being set at the beginning and bettered during the week. The largest [illegible] during the [illegible]

TEXTILES AGAIN FEATURE AUCTIONS

Mill Shares Advance from 1 to 9 Points—Utilities Firm

The current strength in textile securities was again reflected at the auction sales today. There is apparently no great amount of mill shares for sale, offerings being generally confined to small lots. An increase in the buying of cotton goods has been in evidence of late and with the present price of cotton the potential value for finished goods has been decidedly [illegible]

HAVERHILL ELECTRIC CO

The Pendulum Swings

The delayed turn in the textile situation has come.

At last America's second largest manufacturing industry has joined the prosperity parade.

Industrial advertisers, hook on to this major up-swing!

Textile World

Largest net paid circulation and at the highest subscription price in the textile field

334 FOURTH AVE., NEW YORK

Member Audit Bureau of Circulations

Member Associated Business Papers, Inc.

Cotton Yarns—Conti

Spot Yarn Demand th

Manufacturers Surprised by Increase in Orders Received

PHILADELPHIA

THERE has been little change in yarn prices from a week ago. The market is distinctly stronger than at that time and several are expressing the opinion that the decline has spent itself. Manufacturers have not been taking such large quantities at a time this week as during September and earlier this month but in its place there developed an exceptionally strong demand for spot yarn for relatively smaller amounts to be delivered as quickly as possible, not later than the end of this year. This trend is regarded as normal one after heavy buying September being the most active month for many dealers for more than five years.

Manufacturers have already placed yarn contracts running well into next year. Now they are finding it necessary, due to good demand for practically all cotton textiles developed by the decline in cotton, to secure additional yarn for immediate consumption.

yarn supply [illegible] year as manufacturers [illegible] securing [illegible] to [illegible] ing among cotton mill [illegible] of goods has made it imperative that a large number of manufacturers again come into the market for additional yarns for their consumption during the remaining months of this year, due to the receipt by them of recent orders for goods calling for the quickest possible shipments.

Volume of Rush Orders

The interesting feature of this situation is the fact that many manufacturers in many instances are able to locate sizable quantities of the counts desired for this delivery and when they do locate dealers who have such counts in stock they find them asking several cents more for them than they would be willing to take a contract for the same yarn for next

Rayon Is Aided by Lower Cotton

Increased Operations in Cotton Mills Would Mean More Rayon Used This Season

Demand was steady and fairly large last week for rayon with both importers and domestic houses getting their share of the business. So far during the fourth quarter there has been no disposition on the part of buyers to take the bit in their teeth and run away with the market, but just the same the volume has been larger than during the months following the

HINKS SILK INDUSTRY HAS TURNED CORNER

Holding Hemingway Head Says Own Company Prosperous

[illegible]

Firm Outlook Ahead of Wool Market

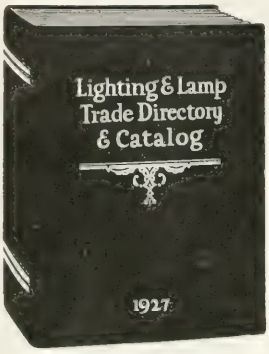
Recovery Will Probably Be Maintained for Several Months but May Not Go So Far, Nor So Long as Optimists Expect—Wool Still Relatively Highest of Textile Raw Materials—Caution Advised—Further Yarn Recovery Foreseen—Cloth Stability Probable—Need for Better Manufacturing Margins

AS to the outlook for wool prices and the activity of the wool manufacturing industry, there is something to be said on both sides." While there has been real improvement of late and sentiment optimistic the fact remains that fundamental conditions are mixed. *Probably the truth is that the current recovery will continue for a few*

Textile World Analyst

An analysis and forecast by Dr. Lewis H. Haney, Director, New York University, Business Research Bureau, who considers various branches of the textile industry from week to week. The conclusions reached in the Analyst

Coming ~ January 1927



The Year Book of the Lighting and Lamp Trades

Over 12,000 listings; 900 classifications in Directory Section—2200 Patents, issued during the past three years, in Patent Section—Condensed Catalogs of all leading manufacturers of lamps, lighting fixtures, lamp shades, lighting glassware, appliances, fixture and lamp parts, accessories, wiring devices and metal occasional furniture.

Reaches electrical and lighting fixture stores, lighting companies, department and furniture stores, lamp and gift departments, jobbers, dealers and manufacturers.

Full details on request.

Krieger Publications
215 Fourth Avenue
New York, N. Y.

Monthly Publications

LAMPS

The monthly magazine for the lamp and shade trade. Reaches lamp departments, furniture stores, gift shops, light and power companies, merchandising departments, electrical jobbers and lighting dealers. Contains special Wrought Metal Furniture Section.

LIGHTING FIXTURES AND LIGHTING

"The Trade Journal of the Lighting Industry" reaches lighting fixture studios, electrical contractors, dealers, jobbers, central stations. Contains information for retailers, jobbers, designers, lighting engineers, architects and manufacturers.

Exhibition of Artistic Lighting Equipment Association, Hollenden Hotel, Cleveland, Ohio, Jan. 31 to Feb. 5.

Freight Tariffs

[CONTINUED FROM PAGE 38]

crated according to certain standards. Hence it follows that an alert traffic manager dove-tails his work rather intimately with the engineering department when it designs material for crating, thickness of that material, method of "knock-down" packing, weight of single units, etc. One of the early economies of the Ford Motor Co. was thus oriented.

NO factory should be without a copy of the "Consolidated Freight Classification" (price fifteen cents), which covers "Official," "Southern" and "Western" groupings. In addition to classifying commodities this publication gives approved regulations for loading, bracing and buffing shipments. Only too often, the single copy of this publication is held in the traffic manager's office, with the result that other departments have no access to the help it contains. It is more than likely that they have no knowledge that a railroad tariff is anything but columns of figures. All the experience of all the railroads, thus pooled into a single publication, are lost to the very shippers for whom it was intended.

The "shipping container specifications," covering fifty-two pages of this publication, are an admirable guide to any purchasing department. They ought to be reprinted in the form of a handbook for every shipping clerk in the land. Of specifications, forty sets are given, covering every conceivable need of the shipping department for every imaginable commodity. Details are altogether too many to be listed.

Possibly the following suggestions, from the sub-heads, may lead readers to expend the small sum of fifteen cents. Copies can be obtained from F. W. Smith, 143 Liberty St., New York; E. H. Dulaney, 215 Transportation Bldg., Atlanta; R. C. Fyfe, 1830 Transportation Bldg., Chicago.

Inside Containers, Outside. Containers, Thickness of Material, Cleats and Nailing, Wire-bound Boxes, Tests for Completed Packages, Marking, Reusing Containers, Cushion Supports, Veneer, Flattening Tests, Physical Tests, Hydrostatic Tests, Crushing Tests, Pressure Tests, Explosive Tests, Rupture Tests, Fiberboard, Pulpboard and Strawboard.

Another ten pages show how to load cars properly, five of them being diagrams of freight-car interiors properly laden. One's admiration is aroused by the simplicity of rightly tiering goods in a car, as well as the thoroughness with which the matter is presented. After once looking over these ten pages, no business executive will permit careless loading of his freight. The effect is the same, whether the commodity be eggs in cases or a thing so unbreakable as pig iron.

These pages make clear the sensible



BAKERS HELPER CHICAGO — A.B.P. and A.B.C. Published Twice-a-month

Bakers' Helper has been of practical service to bakery owners for nearly 40 years. Over 75% of its readers renew their subscriptions by mail.

New York Office 17 E. 42nd St. — 431 S. DEARBORN ST., CHICAGO, ILL.

PROVE IT! SHOW THE LETTER

if your salesman could show skeptical prospects the testimonial letters and orders received from satisfied customers, it would remove doubt and get the order. Don't leave testimonial letters lying idle in your files—give them to your men and increase your sales thru their use.

Write for samples and prices

AJAX PHOTO PRINT CO., 31 W. Adams Street, Chicago

Bakers Weekly A.B.C.-A.B.P. New York City

NEW YORK OFFICE—45 West 45th St.
CHICAGO OFFICE—343 S. Dearborn St.
Maintaining a complete research laboratory and experimental bakery for determining the adaptability of products to the baking industry. Also a Research Merchandising Department, furnishing statistics and sales analysis data.

TESTIMONIALS

Speaking of testimonials, here's one we appreciate: *"I don't see how you do it. Our photostats are back almost before we realize the letters have been turned over to you.* Real service."

Let us prove that for you. You want photostats when you want 'em. We get them to you.

Commerce Photo-Print Corporation
80 Maiden Lane New York City



SELLINGAID

Send 10c for proofs 500 cuts and plans for making your ads pay better.

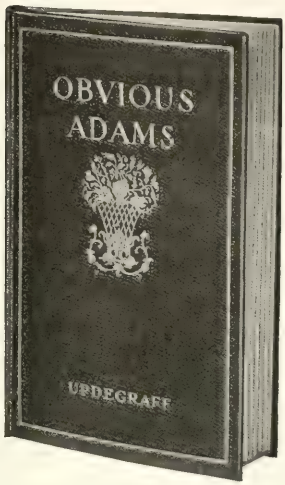
SELLING AID
616 N. Michigan Ave., Chicago

AID — *The Only "Denne" in Canadian Advertising*

Canada may be "just over the border," but when advertising there you need a Canadian Agency thoroughly conversant with local conditions. Let us tell you why.

A. J. DENNE & Company Ltd.
Reford Bldg. TORONTO.

When E. M. Statler Read "*Obvious Adams*"



—He immediately ordered copies sent to the Managers of all his Hotels

LIKE many another high-calibre business man he recognized in the story of **Obvious Adams,** the sound philosophy that makes for business success, whether the business be writing advertisements, managing a department or running a great metropolitan hotel.

An "obvious" man himself Statler wanted his managers and their assistants to see clearly just what it is that keeps a business on the ground and makes profits. So he sent each of them a copy of this little book, written several years ago by Robert R. Updegraff as a story for the Saturday Evening Post, because he saw that it would crystallize one of the biggest and most important of business principles and make it graphic and unforgettable—give it to them as a working tool.

For this same reason advertising agencies, newspaper publishers, bankers and business men in many other lines are purchasing **Obvious Adams** in quantities at the new wholesale prices to distribute broadly through their organizations, to executives, department heads, salesmen, and office workers.

Have **your** people read it? Wouldn't it be a good business investment?

Quantity Price List

500 copies or more, 40c per copy
100 copies or more, 44c per copy
50 copies or more, 46c per copy
25 copies or more, 48c per copy
10 copies or more, 50c per copy
Single copies, 55c postpaid

KELLOGG PUBLISHING COMPANY
30 Lyman St. **Springfield, Mass.**

A Lusty Baby

The new combination of the Fort Worth Star Telegram and Fort Worth Record grows by leaps and bounds.

APRIL 1, 1926

115,000 Daily; 120,000 Sunday

SUNDAY, OCTOBER 3, 1926

129,407

WEDNESDAY, OCTOBER 6, 1926

132,422

AND THE SAME RATE PREVAILS

Another proof of

DOMINANCE
in the Great West Texas Trade Territory

Greater than any three other papers combined in this territory.

The market and the medium for YOUR proposition.

FORT WORTH STAR-TELEGRAM
(EVENING)

Fort Worth Record-Telegram
(MORNING)

FORT WORTH STAR-TELEGRAM
and Fort Worth Record
(SUNDAY)

AMON G. CARTER, Pres. and Publisher | Charter Member Audit Bureau of Circulation | A. L. SHUMAN, Vice-President and Adv. Dir.

WHAT'S cheap is dear and by the same token what's dear is cheap. Diamant Typography is neither cheap nor dear

—it costs no more!

Write for booklet

E. M.
Diamant
Typographic Service
195 Lex. Ave. CALedonia 6741

House Organs

We are the producers of some of the oldest and most successful house organs in the country. Write for copy of THE WILLIAM FEATHER MAGAZINE.

The William Feather Company
605 Caxton Building :: Cleveland, Ohio

and reasonable manner of placing cases and barrels or any container in cars; how best to arrange the rows and stacks and layers; how to "step joint" or "straight joint"; how to fill up excess spaces; how to prevent the shifting of contents by "buffing" or using center frames and struts. It is shown how simple a matter intelligent loading makes of the task; arranging a load so that it is tight and is a solid unit which will not shift; so that it makes no confusion in the middle of the car; so that it shall be solid at the doorway and cannot be tampered with without tell-tale evidence.

ONE finds, rather unexpectedly except for those in the particular industries, complete regulations for the transportation of explosives. In this respect, this tariff has become the Bible for those industries. Seldom do others read those pages. If, however, you want an hour's reading in the other fellow's business that will forever add interest to passing freight cars with their "explosives label," look over those eighteen pages of directions and diagrams. For pure information about a little-known subject, they are hard to better.

Publications of the principal railroads are almost encyclopedic in extent. As another example, may be named a certain road's "East-Bound Rate Bases and Billing Instructions," a bound volume of 480 pages, plus about 100 pages of effective supplements. Not only does this give full information of every conceivable nature as relates to each station on its own rails, but similar facts in exhaustive manner for scores of eastern connecting railroads, coastwise and river service, inconspicuous and almost unknown small railroads of the Atlantic States from Maine to Georgia, trolley lines that handle freight, interior New England points, etc. For each of these is given: needed instructions for routing, rates and allowances, restrictions and prohibitions, storage and warehouse facilities, firms owning private sidings, road clearances and bridge strength, rules governing floatage and lighterage and wharfage for each port, grain and hay and flour regulations for the port cities, with full-page maps of the principal cities to show transportation lines and their terminals.

Similar publications are available for west-bound shipments, from which may be gleaned like information for Mid-West and Western, as well as Pacific States and cities.

Cartage tariffs give regulations and charges for trucking and terminal deliveries in all cities. For the ports, full detail is given for handling goods between vessel and railroad. Lighterage and "free" switching have their appropriate tariffs.

The railroad tariffs for the port cities are likely to be the most accurate for lists of shipping lines and piers. By promptly amalgamating the supplements with the original tariff, the in-

Ten Million Telephones!

THERE are in the United States 9,809,063 homes with telephones. These are the wide-awake, progressive families of the country. They have broken down the barrier of their own four walls by installing a telephone—for quick communication with their neighbors, with the doctor, with the grocer and with all of the many outside points of contact made possible by the telephone.

The Literary Digest *has among its regular readers a larger group of telephone subscribers than any other magazine.* A test recently conducted among telephone subscribers in every state shows The Digest in first place as an Indispensable and Necessary publication.

No magazine can, however, reach all of the telephone subscribers, because no magazine has a sufficiently large circulation.

The 50 largest and most successful magazine advertisers insert their advertisements in 17 magazines and buy an average of 16,000,000 circulation.

Not all of this 16,000,000 circulation is among telephone subscribers, but you may be sure that the largest and most responsive part of it is.

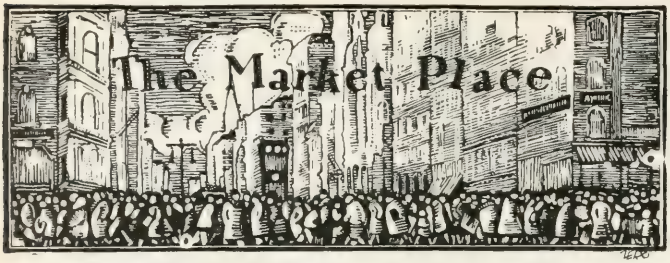
The Digest, with a circulation of 1,400,000 copies, emphasizes its claim to advertising power among telephone homes because the million it does reach are the best million.

They are the best million because, by the very act of demanding the weekly visits of The Literary Digest, they disclose the fact that they belong to that great cross-section of our population—the mentally keen, thinking citizens whose judgments are respected and whose opinions are sought.

When the kind of people who read The Digest have come to think favorably of a food, a radio, an automobile, a railroad, or any other product or service, that product or service is established in *the most responsive and progressive market in the United States—the telephone market.*

The Literary Digest

Advertising Offices: NEW YORK · BOSTON · DETROIT · CLEVELAND · CHICAGO



Rate for advertisements inserted in this department is 36 cents a line—6 pt. type. Minimum charge $1.80. Forms close Saturday noon before date of issue.

Position Wanted

WOMAN WRITER Seeks position on publication specializing on subjects of interest to women; has edited woman's page for prominent metropolitan newspaper has served as feature writer for newspapers and magazines has been fashion editor for well known fashion magazine. (Whole or part time.) Box No. 413, Advertising and Selling, 9 E. 38th St., New York City.

Willing worker with grit and originality, wants position with advertising agency or advertising, production or sales department of mercantile concern. American, 29, college and advance courses on Advertising. Six years' experience in letter writing and selling (not space). Am the kind that would rather do work in which I am interested than to be continually entertained. Will stick with right concern. Low starting salary. Address Box No. 423, Advertising and Selling, 9 East 38th St., New York City.

COPY WRITER AVAILABLE

Fifteen years advertising experience. (Nine years with an agency—six years in advertising departments of large industrial companies)—including five years copy writing for a variety of products. Age 37. Address Box No. 429, Advertising and Selling, 9 East 38th St., New York City.

A TRADE PAPER SALES EXECUTIVE AVAILABLE

A managing sales executive of an established and highly successful group of Trade Papers is available January 1st.

This man has been a successful advertising manager, sales manager and advertising agent—for the last four years he has built up an enviable reputation as a salesman of Business Paper Space. Broad gauged, enthusiastic, experienced, he is looking for a big job, bigger than he has now. Address Box No. 428, Advertising and Selling, 9 East 38th St., New York City.

Help Wanted

ORGANIZATION EXPERIENCE ABILITY

We will negotiate exclusive representation locally or nationally for small specialties of merit for quantity distribution. Articles possessing features for GOOD WILL and advertising purposes of which we are largest unit distributors particularly desired. LITCHFIELD CORP., 25 Church St., New York City.

Business Opportunities

New Bulletin of Publishing Properties for Sale just out. Send for your copy. Harris-Dibble Company, 345 Madison Avenue, New York City.

Representatives

SOME MAGAZINE PUBLISHER NEEDS OUR SERVICE

Systematic and intensive work combined with a large acquaintance among advertisers and agencies is required to secure business for the best magazines. We are prepared to do such work for a good growing publication. Address Box No. 419, Advertising and Selling, 9 East 38th St., New York City.

Publishers' representatives in eastern industrial centers wanted for California industrial weekly. Box No. 426, Advertising and Selling, 9 East 38th St., New York City.

Multigraphing

Quality and Quantity Multigraphing, Addressing, Filling In, Folding, Etc.
DEHAAN CIRCULAR LETTER CO., INC.
120 W. 42nd St., New York City
Telephone Wis. 5483

Miscellaneous

BOUND VOLUMES

A bound volume of Advertising and Selling makes a handsome and valuable addition to your library. They are bound in black cloth and die-stamped in gold lettering. Each volume is complete with index, cross-filed under title of article and name of author making it valuable for reference purposes. The cost (which includes postage) is $5.00 per volume. Send your check to Advertising and Selling, 9 East 38th St., New York City.

BINDERS

Use a binder to preserve your file of Advertising and Selling copies for reference. Stiff cloth covered covers, and die-stamped in gold lettering, each holding one volume (13 issues) $1.85 including postage. Send your Check to Advertising and Selling, 9 East 38th St., New York City.

"GIBBONS knows CANADA"
TORONTO Gibbons Limited, Advertising Agents MONTREAL WINNIPEG

land manufacturer will here have at hand the most reliable steamship data that anyone can have except those living in the individual port cities.

There is, too, the whole matter of storing freight in transit. Wheat, in its progress from Montana to New York, may be stopped over at interior cities for milling or grading or for more storing, not to exceed twelve months, with protection of the through freight rate from source to final destination. Cotton, similarly, enjoys the same privilege from plantation to mill; wool may be scoured, steel fabricated, lumber manufactured, wire redrawn or galvanized, sheet steel converted into garages of the knock-down type, all the grains converted into almost anything that will go as a grain product, peanuts made into cake or meal, refined sugar purified, ore sampled, lumber creosoted, tobacco graded, fruit stored, salmon recanned, flaxseed ground into linseed oil, onions and potatoes graded —the variety is seemingly endless. All may be graded, bought and sold, stored or fabricated during that year's "arrested transportation," and when the owner wishes to ship forward he may either ship the article itself or the new products manufactured from it.

Lake-and-water routes permit similar storing in transit for even a wider range of goods at the points where rail and water meet, in order to permit full use of the water routes during the months of navigation.

For this whole subject, with details of absorbing interest even to the casual reader, turn to the railroad tariffs.

One who has to do with railroad tariffs quickly understands why they are so little read. Their appearance is uninteresting, even forbidding. Perhaps the more fundamental reason is that they are hard to read. One must master the "how."

IN one respect the tariff is like the text of a law. It contains a bewildering succession of synonymous expressions, with an equally confusing number of provisos and exceptions. The intention is to cover every possibility, inclusively as well as exclusively. Probably, it would otherwise be impossible to issue them at all. There are, after all this, repeated parentheses. The reader encounters parentheses within parentheses or brackets within parentheses.

The simplest method is to read with a pencil; not sharp, but with a blunt point. If the reader will, on first perusal, blur out of the printed lines all parentheses, all "Exceptions" and all "Notes" which do not apply to his purpose, he will ever thereafter find that tariff easy and simple to read.

The formidable character of tariffs may also be easily overcome.

The first pages, as they are issued, are devoted to a hieroglyphic system of numbers and symbols, explanation and reference marks, an imposing list of abbreviations for filing reference before the Interstate Commerce Commis-

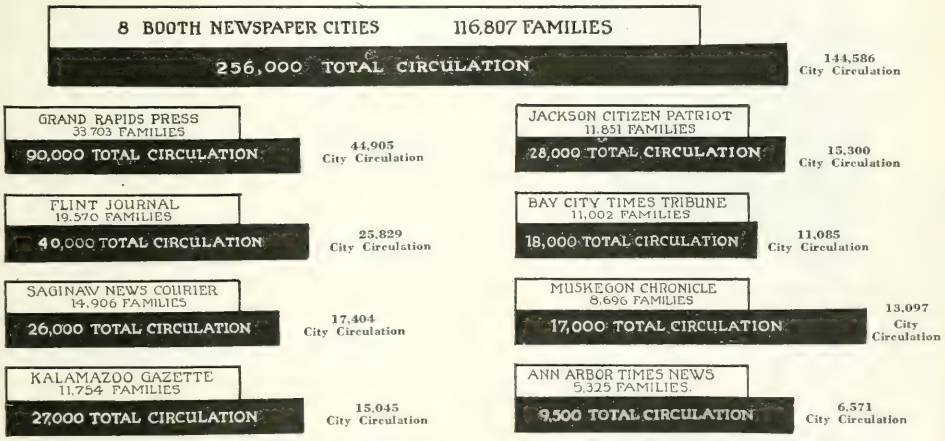
The 8 Booth Newspapers in Michigan's Market—Offer Concentrated Circulation

THE eight Booth Newspapers of Michigan are all evening papers and every one offers a highly concentrated coverage. The charts on this page show a comparison of the city circulations of these newspapers as compared with the number of families in each city. These Booth Newspapers carry no waste circulation. They cover their shopping radius in a most complete way, distributing practically their entire circulation within this territory.

The eight Booth Newspapers in Michigan are read daily by more than a million people.

The eight Booth Newspapers have actually more paid circulation in each city than there are families, as shown on the chart below.

Michigan is dynamic in industry and offers in comparison with population the best market in the United States



THE BOOTH PUBLISHING CO.

I. A. KLEIN, Eastern Representative
50 East 42nd Street, New York

J. E. LUTZ, Western Representative
Tower Building, Chicago



sion and the State Commission, followed by an equally unintelligible (or meaningless) list of individual railroads which participate in the tariff, each with its hieroglyphic tariff reference number and previous tariff cancellation notation, all followed by several pages of closely set text to give the full legal name of the participating carriers, each with its power-of-attorney reference, expressed in a meaningless column headed:

I. C. C.
FX 1, No. ——
(Except as Noted.)

These, and other foot-notes and parentheses in large number, serve their purpose—for those who require them. The ordinary reader does not. He may, without effort at comprehension, turn beyond them to the heart of the tariff, discarding, as it were, all the husks for the lesser kernel for which he seeks.

Take the tariffs for storage and demurrage. Although this is a printed book of sixteen pages, 11 x 13 in., it may be grasped at a single reading. That reading need not be a lengthy one.

Of the sixteen pages, two are blank. Another nine are devoted to hieroglyphics, symbols, authorities and the like. Only four pages remain for the rules. These four, in fact, boil down to about two pages, net, to be read.

Direct Mail Advertising Association Holds Election

At the ninth annual convention of the Direct Mail Advertising Association, held in Detroit, Oct. 20-22, the following officers were elected: Charles R. Wiers, Boston, president; Percy G. Cherry, Might Directories, Ltd., Toronto, vice-president, and Edward A. Collins, National Surety Company, New York, vice-president. Three new members were elected to the board of governors. They are: W. R. Ewald, Campbell-Ewald Co., Detroit; Tim Thrift, American Sales Book Co., Elmira, N. Y., nad George W. Ward, D. L. Ward Paper Company, Philadelphia.

The following trophies were awarded for the most noteworthy achievements in the various fields of direct by mail advertising during the past year:

A cup, donated by the Mail Bag Publishing Co., to the Langley Cleaning & Dyeing Co. of Toronto; a plaque, donated by the Cleveland Folding Machine Co., to the Sunstrand Adding Machine Co., Rockford, Ill.; a cup, donated by the American Multigraph Sales Co., to the Campbell-Ewald Co.; a cup, donated by the publishers of *Printed Salesmanship*, was awarded to Miss Alice Roche, Louis F. Paret Agency, Camden, N. J.

The J. L. Hudson Company trophy was awarded to Abraham & Straus, Brooklyn, N. Y.

A bronze cup, donated by *The Masonic News*, Detroit, was awarded to the Addressograph Company, Chicago.



Don't blame *the* Gun

Hunting elephants with a shotgun loaded with bird shot would be an amusing but futile performance. Even a good marksman must use the weapon and the ammunition best adapted to the game.

When you go gunning for business through advertising, the same principle should apply. If you are after the tremendous buying power of Industry, use the industrial papers; if you want the interest and cooperation of the retail trade, use the publications that the merchants rely upon for counsel and information; if it is professional men you want to influence, put your ammunition in the technical papers—the papers that one engineer said have been "a thirty year post graduate course for him."

These are the elephant guns that, in the hands of good advertising marksmen, are producing real business at minimum cost.

In all the chief fields of trade and industry you will find A.B.P. publications that enjoy the dominant positions. The advertising sections of these papers are the market places of their fields, and because of the high editorial standards, you will have the advantage of the largest degree of reader interest and respect.

We have several booklets that may assist you in the effective use of business papers—tell us what you want —perhaps we have the answer. No obligation, of course.

THE ASSOCIATED BUSINESS PAPERS, Inc.
Executive Offices: 220 West 42nd St., New York, N. Y.

A.B.P.

An association of none but qualified publications reaching the principal fields of trade and industry

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A Bond House Breaks a Tradition

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company's in particular. He charted the entire campaign into five sections: (1) Attention; (2) Interest; (3) Conviction; (4) Desire; (5) Action. The first four demonstrated how the advertising aided the salesman, outlined the benefits, and gave specific examples.

THE fifth section—Action or the Closing, the most vital of all five—was reserved exclusively for the salesman. In short, the advertising secured the prospect, held his interest, urged him to buy, convinced him that he should buy, *but* only the salesman could make the actual sale.

Any suspicions which the salesman may previously have had that advertising would take away his job were cleared by these charts. After reading them the salesman lost his prejudices and realized that advertising was making his way easier, and actually providing him with five prospects where before there was only one. No longer was it necessary to do the laborious missionary work of interesting possible customers. Advertising did that for him. His job was to sell, to close—the most important of all tasks.

Further, the Seven Basics Merchandising Plan caught the interest of the salesman and encouraged his support because it raised him above the class of the order-taker, the ordinary bond-peddler. The plan made each and every bond salesman a bond account executive, a position similar to that of an account executive in an advertising agency. Through it, the salesman had at his command the immediate services of:

1. The head of the buying department, who could give him the latest advice on the best purchases.

2. The head of the trading department, who would furnish him the best current bond prices.

3. The head statistician, who knows the bond trends.

In fact, the entire organization cooperated in enabling the salesman to maintain his rôle of an expert, confidential adviser to his customer—an authority to be trusted and consulted, and one always available for service. This cooperation of the other departments gave the salesman more time for selling, because he was able to continue on the job during the period that he would be otherwise engaged looking up desired information for his customers.

Not only has this A. B. Leach & Co., Inc., advertising and merchandising plan aided in marking a new era in financial advertising circles, but it has rendered a further service to the advertising field as a whole. It clearly proves the soundness of selling the advertising to the salesman before selling it to the public.

An actual incident at the Cantine paper coating plant



The two dinner pails

"One's for pop and the other's for grandpop—they both work here."

That old trade custom of the son following in the steps of the father had a marked influence on the quality of things produced in days gone by. Despite the hurly-burly pace of modern production, it still persists in some few localities such as Saugerties, N. Y., the home of The Martin Cantine Company of paper coaters.

Like the working of fine silver and the making of oriental rugs, the coating of paper will always depend for perfection on the experience of craftsmen who see in their work ample incentive for making it a life calling.

Every one of the foremen in the Cantine plant has been with the company at least twenty years and many of them well over thirty. The present superintendent has three sons and a grandson working under him. Such records of long service and experience are typical, rather than exceptional, and account in part for the noted printing qualities of Cantine papers.

The actual test of printing tells the story of Cantine specialization—since 1888—more eloquently than words could ever tell it.

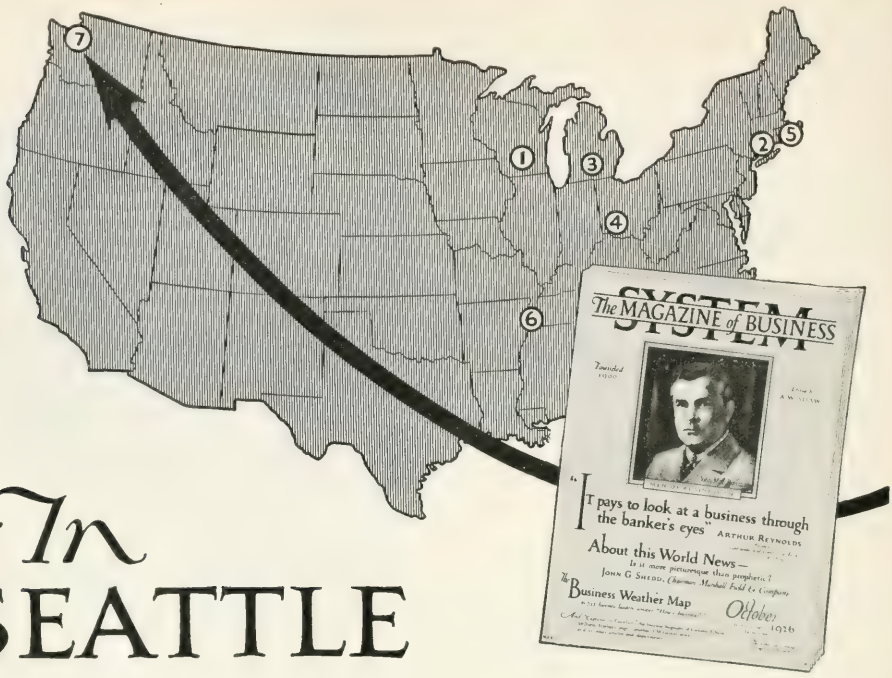
The added impressiveness of expensive art work and engravings printed on a Cantine quality paper has a vital effect on the sales value of your completed job.

For sharply detailed color and halftone work specify—Ashokan. For the richness of soft-focus reproduction on a dull coated stock—Velvetone. For an extraordinary printing and folding job—Canfold.

A handsome steel-engraved certificate is awarded each quarter to the producers of the most meritorious job of printing on a Cantine paper. Write for details, book of sample Cantine papers and name of nearest distributor. The Martin Cantine Company, Dept. 366, Saugerties, N. Y.

Cantine's COATED PAPERS

CANFOLD	ASHOKAN	ESOPUS	VELVETONE	LITHO C.I.S
SUPREME FOLDING AND PRINTING QUALITY	NO. 1 ENAMEL BOOK	REGULAR NO. 2 ENAMEL BOOK	SEMI-DULL - Easy to Print	COATED ONE SIDE



In SEATTLE

—business executives direct 55,000 workers in 1500 factories, representing almost one-third of the entire industrial activities of a state which leads the world in the manufacture of shingles, packs 288,000,000 cans of salmon a year, and saws 6,239,000,000 board feet of lumber annually. They control the production of $340,000,000 worth of goods annually—*an increase of 980% in 15 years.*

And here 80.1% of the circulation of SYSTEM The MAGAZINE of BUSINESS is among the three groups of men who buy for Seattle business and industries.

PROPRIETARY	
Owners	170
Partners	71
CORPORATE OFFICIALS	
Presidents	239
Vice-Presidents	57
Treasurers	62
Secretaries of Corporations	47
Bank Cashiers	10
OPERATIVE EXECUTIVES	
General Managers and Assistant General Managers	181
Superintendents and General Foremen	107
Advertising and Sales Managers	50
Professional Men	24
Comptrollers, Auditors and Accountancy Executives	22
Office Managers	22
Financial Executives	20
Purchasing Agents	16
Credit Managers	13
Traffic Managers	8
Sub-total (80.1%)	1119
OPERATING AND MISCELLANEOUS	
Salesmen	190
Office Employees	68
Miscellaneous	20
Total (100%)	1397

Wherever business is transacted SYSTEM The MAGAZINE of BUSINESS has a definite place on the desks of the executives who control policies and purchases.

CHICAGO **The MAGAZINE of BUSINESS** NEW YORK

This is the seventh of a series of analyses of circulation in typical cities. If you missed the first six analyses, write for copies today!

The NEWS DIGEST

A complete digest of the news of advertising and selling is here compiled for quick and convenient reference ☞ The Editor will be glad to receive items of news for inclusion in this department ☞ Address ADVERTISING AND SELLING, Number Nine East Thirty-eighth Street, New York City

CHANGES IN PERSONNEL

Name	*Former Company and Position*	*Now Associated With*	*Position*
W. A. Jensen	Wendell P. Colton Co., New York *Media*	Evans, Kip & Hackett, Inc., New York	*Space Buyer*
B. Hagen	G. Washington Coffee Refining Co., New York, *Ass't Sales Mgr.*	Same Company	*Sales Mgr.*
Joseph H. Williams	Lord & Thomas and Logan, Chicago	The Glen Buck Co. Chicago	*Chairman of the Board*
James B. Graham	Lycoming Motors Corp., Williamsport, Pa. *Pres.*	Same Company	*Vice-Pres.*
John H. McCormick	Lycoming Motors Corp., Williamsport, Pa. *Gen. Mgr.*	Same Company	*Pres.*
Horace L. Hudson	The Pennzoil Co., Oil City, Pa. *Adv. Mgr.*	Barron G. Collier Co., Inc., Cincinnati	*Acc't Executive*
O. W. Bennett	The Pennzoil Co., Oil City, Pa. *Branch Sales Mgr.*	Same Company	*Adv. Mgr.*
P. R. Moore	Klearflax Linen Looms, Inc., Duluth, Minn. *Prod. Mgr.*	Same Company	*Gen. Mgr.*
Wesley W. Winans	E. Sterling Adv. Co., Toronto	Guaranty Trust Co. Detroit, Mich.	*Dir. of Adv.*
Aubrey B. De Lacy	"Popular Radio," New York	The Experimenter Pub. Co., New York	*Adv. Rep. for "Radio News"*
C. W. Gaskell	The Intertype Corp., New York *Vice-Pres. in Charge of Prod.*	Resigned	
Arthur H. Deute	The Borden Sales Co., New York *Gen. Sales Mgr.*	Resigned	
Clark C. Stockford	C. C. Stockford Co., Toledo, Ohio, *Owner*	Lucile Buhl, Inc., New York	*Sales Mgr.*
O. R. French	Emerson B. Knight, Inc., Indianapolis	The Sando Adv. Co. Indianapolis	*Acc't Executive*
L. C. MacGlashan	Zenith-Detroit Corp., Detroit *Adv. Mgr.*	Copeland Sales Co. Detroit	*Ass't Mgr. of Adv. & Sales Pro.*
S. Carter	Continental Adv. Co., Denver, Colo. *Owner*	Rice-Stix, St. Louis	*Adv. Mgr.*
E. N. Beisheim	The Bock Bearing Co., Toledo, Ohio	The Timken Roller Bearing Service & Sales Co., Canton, Ohio	*Ass't to Gen. Mgr.*
R. H. Croos	The Timken Roller Bearing Service & Sales Co. Canton, Ohio, *Seattle Branch Mgr.*	Same Company	*Ass't to District Sales Mgr.*
Norman P. Grant	Holford Bottomley Adv. Service, Ltd., London, Eng.	The S. M. Masse Co., Cleveland, Ohio	*Copy*
Ray Winger	The American Multigraph & Sales Co., Cleveland, Ohio, *Ass't Sales Mgr.*	Same Company	*Adv. Mgr.*
Perry T. Blaine	The Perfection Stove Co., Cleveland, Ohio *Sales Pro. Mgr.*	The American Multigraph & Sales Co., Cleveland	*Sales Pro. Mgr.*
Paul W. Sampson	The American Multigraph & Sales Co., Cleveland, Ohio, *Editor of Publications*	Same Company	*Ass't to Adv. Mgr.*
C. S. DeFord	Grand Rapids Show Case Co., Chicago *Western Sales Mgr.*	The Lamson Co., Inc., Syracuse, N. Y.	*Sales Mgr. of Store Div.*
John McKnight	"Times," Seattle, Wash.	"Miner-Echo," Cle Elum, Wash.	*Adv. Mgr.*
J. R. MacMillan	Chas. F. W. Nicols Co., Inc., Chicago	Ronalds Adv. Agcy Montreal	*Acc't Executive*
E. C. Harrington	George Batten Co., New York, *Adv. Rep.*	The Grey Adv. Service, Inc., New York	*Acc't Executive*
Paul M. Walker	"Chronicle," Dallas, Texas	"Oregonian," Portland	*Adv. Staff*
J. W. Read	Kling-Gibson Co., Chicago	Collins-Kirk, Inc., Chicago	*Acc't Executive*
A. J. Stahmer	Western Engraving Co., Seattle, Wash.	Clent W. Lee Co Seattle	*Art. Dir.*
Harry A. Johnston	Conde Nast Publications, New York	The Sacks Co., Inc. New York	*Vice-Pres.*
James Stack	"The American Weekly Magazine," New York	"The American Legion Monthly," New York	*Eastern Staff*
Thomas T. Richards	Wagner Electric Corp., St. Louis *Vice-Pres. & Sales Mgr.*	Arthur B. Shepard Corp. New York	*Sales Mgr.*
Neal D. Ivy	N. W. Ayer & Son, Philadelphia *Mgr., Phila. Territory*	Eastman, Scott & Co. Atlanta, Ga.	*Vice-Pres.*
J. R. Busk	Pantasote Co., New York, *Adv. Mgr*	Frank Seaman, Inc New York	*Acc't Executive*

Make easy your entrance into Small Town Homes by associating your products with the helpful service material of this Editorial Staff—



Katharine Clayberger, *Editor*

Mary B. Charlton, *Managing Editor*

Marion M. Mayer, *Service Editor*

Josephine Nelson, *Art Editor*

Frederic W. Howe, *Director of the School of Household Science & Arts of Pratt Institute*

Emma F. Holloway, *Supervisor of Institutional Courses, School of Household Science & Arts of Pratt Institute*

Elizabeth C. Condit, *Supervisor of Home Making Courses, School of Household Science & Arts of Pratt Institute*

Marjorie Kinney, *Supervisor of Clothing Courses, School of Household Science & Arts of Pratt Institute*

Eve Kittleson—*in charge of the Fashion and Dressmaking Dept. of the Home-Makers' Bureau of People's Home Journal*

Helen Hathaway—*in charge of the Etiquette Dept. of the Home-Makers' Bureau of People's Home Journal*

Marianna Wheeler—*in charge of the Baby Service of the Home-Makers' Bureau of People's Home Journal*

Katharine Lee—*in charge of the Beauty Service of the Home-Makers' Bureau of People's Home Journal*

Roger B. Whitman—*in charge of "Old Homes Made New" Dept. of the Home-Makers' Bureau of People's Home Journal*

Dorothy Haldane—*in charge of the Needlework Dept. of the Home-Makers' Bureau of People's Home Journal*

Thornton W. Burgess—*author of the Green Meadow Club Nature Study Stories for children*

Irene H. Burnham—*Chairman of the Division of Home Making, in the Department of the American Home, General Federation of Women's Clubs*

Favorite authors: Norma Patterson, Chart Pitt, Agnes Louise Provost, Nelia Gardner White.

[*A Magazine Devoted to the Interests of the Younger Women Living in Small Towns and Rural Communities*]

PEOPLE'S HOME JOURNAL

Advertising & Selling • The NEWS DIGEST • Issue of Nov. 3, 1926

CHANGES IN PERSONNEL (*Continued*)

Name	Former Company and Position	Now Associated With	Position
Louis L. Menne	Milwaukee Motor School, Milwaukee	Markus-Campbell Co. Chicago	*Adv. & Sales Mgr.*
Jeanne Stevens	J. Walter Thompson Co., New York, *Copy*	Lyddon & Hanford Co. New York	*Copy*
Edward T. Bailey	"The Ford Dealers News," New York *Western Mgr.*	Resigned	
A. S. Van Deusen	Automotive Supply Co., Chicago	"The Ford Dealers News," Chicago	*Western Mgr.*
H. J. Nagl	The Erickson Co., New York	Street & Finney New York	*Space Buyer*
W. J. Effler	Wm. R. Robinson Co., Inc., New York	Street & Finney New York	*Ass't Prod. Mgr.*
Yale D. Hills	The Timken Roller Bearing Service & Sales Co. *Portland Branch Mgr.*	Same Company	*Seattle Branch Mgr.*
C. R. Winters	Central Advertisers Agcy., Wichita, Kan. *Pres. & Mgr.*	Resigned	
L. P. Lessard	Goder Incinerator Corp., *Secy.*	Same Company	*Pres.*
D. T. Stanton	Dodge Bros., Inc., Detroit	Same Company	*Dir. of Export Sales*
E. E. Bates	Northwestern Paper Goods Co., St. Paul *Sales Mgr.*	McGill Paper Products Co. Minneapolis	*Gen. Mgr.*
James T. Cambridge	McKennee & Taylor, Inc., New York *Copy Chief*	Same Company	*Vice-Pres.*
D. S. Saqui	"Jean Val Jean" Cigars, *Manufacturer*	Peck Adv. Agcy. New York	*Acc't Executive*
Kenneth L. Snedecor	Staple-Tied Brush Co., Toledo, Ohio *Div. Sales Mgr.*	Charles F. Dowd, Inc. Toledo	*Acc't Executive*
J. MacIntyre	"Ledger," Newark, N. J. *Adv. Mgr.*	McKennee & Taylor, Inc. New York	*Acc't Executive*
M. C. Gaveka	Rock Island & Pacific Railway Co., Chicago	Albert Frank & Co. Chicago	*Member of Staff*
Robert P. Page, Jr.	The Autocar Co., Ardmore, Pa. *New England District Mgr.*	Same Company	*Gen. Sales Mgr.*
I. W. Maier	"Journal," Milwaukee, *Adv. Dept.*	Same Company	*City Adv. Mgr.*
Theodore L. Brantly	"Collier's," New York, *Western Mgr.*	Same Company	*Adv. Mgr.*
John E. Williams	"Collier's," New York, *Adv. Mgr.*	United States Adv. Corp., Toledo, Ohio	*Executive Vice-Pres.*
Henry C. Keifer	John D. Boyle, Inc., New York, *Art*	Same Company	*In Charge of Art Dept.*
Evan J. Parker	Morgan Engineering Works, Alliance, Ohio	Northern Engineering Works, Detroit	*Sales Pro. Mgr.*
F. H. Peters	Phil Gorden Agency, Chicago	The Conover Co., Chicago	*Sales Pro. Mgr.*
Richard C. Hay	Rice & Hutchins, Inc., Boston *Gen. Sales Mgr.*	Resigned	
R. A. Kelly	Co-Operative Foundry Co., Rochester, N. Y. *Acting Sales Mgr.*	Same Company	*Sales Mgr.*
George H. Riddell	Domestic Sewing Machine Co., New York *Pres. & Gen. Mgr.*	Gorham Decalcomania Co. Inc., New York	*Treas.*
T. B. Stedman	Butler Bros., Chicago *Dir. of the Sales Plan Dept.*	The Liberty Sales Service, Inc., Minneapolis	*Pres.*
C. A. Rose	Liberty Poster Co., Minneapolis *Prod. Mgr.*	The Liberty Sales Service, Inc., Minneapolis	*Vice-Pres.*
C. C. Humburg	Southwestern Bell Telephone Co., St. Louis *Adv. Dept.*	The Kalon Co., St. Louis	*Partner*
Rex Maxon	The Ethridge Co., New York, *Art*	Morgan & Bierwirth, Inc., New York	*Art*
Ben Rogert	Frank Seaman, Inc., New York, *Art*	Morgan & Bierwirth, Inc., New York	*Art*
F. R. Jackson	Zenith-Detroit Corp., Detroit, *Service Mgr.*	Same Company	*Adv. & Service Mgr.*
A. A. Kuecken	Printers, Inc., Detroit, *Copy*	McCord Radiator & Mfg. Co., Detroit	*Copy*
W. K. Greenebaum	Gotto, Garrettson & Mathias	Perfection Cooler Co., Michigan City, Ind.	*Vice-Pres. & Sales Mgr.*
E. D. Hallock	Charles Greene Adv. Agcy., New York	Morse International Agency, New York	*Member of Staff*

CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS

Name	Address	Product	Now Advertising Through
M. C. D. Borden & Sons	New York	*Dry Goods*	The Frank Presbrey Co., New York
The Piso Co.	Warren, Pa.	*"Piso's" Cough Syrup*	Charles W. Hoyt Co., Inc., New York
California Co-Operative Canneries Inc.	San Francisco, Cal.	*Canned Goods*	Lord & Thomas and Logan, San Francisco



st in Buffalo

The Sunday Courier-Express

CIRCULATION OF BUFFALO NEWSPAPERS

SUNDAY COURIER-EXPRESS	154,046
DAILY COURIER-EXPRESS	118,588
EVENING NEWS	145,648
SUNDAY TIMES	127,232
EVENING TIMES	107,017

The figures are taken from publishers' statements to the Government for the period ending September 30, 1926. The Courier-Express figures are from June 14, the date of the merger, while the others are six month's figures. The figures for the Courier-Express correspond to those which this newspaper will report to the Audit Bureau of Circulation and should be checked against this bureau's audit reports.

And Buffalo's Only Morning Paper is Second in Daily Circulation

The figures above show that with an unduplicated circulation of 118,588 copies, the Morning Courier-Express is a logical buy for any advertiser. It enables him to cover the Buffalo market through one medium, at one rate, and with no waste circulation

Courier BUFFALO EXPRESS
Buffalo's Best Newspaper

Lorenson & Thompson, Incorporated
Publishers' Direct Representatives

CHICAGO NEW YORK SAN FRANCISCO SEATTLE

Advertising & Selling · The NEWS DIGEST · Issue of Nov. 3, 1926

CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS (*Continued*)

Name	*Address*	*Product*	*Now Advertising Through*
The New York Lubricating Oil Co.	New York	*"Monogram" Oil*	Charles W. Hoyt Co., Inc., New York
Rinehimer Bros. Mfg. Co	Elgin, Ill	*"Elgin" Sanitary School Table*	Hurja-Johnson-Huwen, Inc., Chicago
The Art Metal Construction Co.	Jamestown, N. Y.	*Steel Office Equipment*	George Batten Co., Inc., New York
The Perfeclite Co.	Cleveland	*Industrial Lighting Fixtures*	The Bayless-Kerr Co., Cleveland
L. Sonneborn Sons, Inc	New York	*Building Construction Materials and Paints and Varnishes*	Street & Finney, New York
Westingale Electric Co	Chicago	*"Westingale" Radio Receivers*	Wade Adv. Agcy., Chicago
Hammond Typewriter Co	New York	*Typewriters*	Winsten & Sullivan, Inc., New York
Jersey Silk Mills	New York	*"Truhu" Silks*	Williams & Saylor, Inc., New York
Pullman Couch Co	Chicago	*"Pullman" Beds*	Vanderhoof & Co., Chicago
National Toilet Co	Paris, Tenn.	*Toilet Preparations*	Roche Advertising Co., Chicago
Chr. Hansen's Laboratory, Inc	Little Falls, N. Y.	*"Junket"*	Mitchell-Faust Co., Chicago
Purity Dairy Co	New Haven, Conn.	*Dairy Products*	United Adv. Agcy., New York
A. F. Gallun & Sons	Milwaukee	*Leather*	Olson & Enzinger, Inc., Milwaukee
Happiness Candy Stores, Inc	Long Island City, N. Y.	*"Happiness" Candy Stores*	Wales Adv. Agcy., New York
Daniel Reeves, Inc	New York	*Chain Grocery Stores*	Federal Adv. Agcy., New York
The Lamson & Sessions Co	Cleveland, Ohio	*Bolts*	The Powers-House Co., Cleveland
C. & E. I. Railway	Chicago	*Transportation*	Albert Frank & Co., Chicago
I. Leon Co.	New York	*Oil Pads*	Arthur Rosenberg Co., New York
International Bedding Co.	Baltimore	*Bedding*	The Green & Van Sant Co., Baltimore
Star Realty Organization	Chicago	*Real Estate*	Hurja-Johnson-Huwen, Inc., Chicago
New York Laboratories	New York	*"Snow-i-White" Teeth Whitening*	The Evander Co., New York
The Wear Proof Mat Co.	Chicago	*Floor Mats*	Wade Adv. Agcy., Chicago
The American Specialty Co.	Bridgeport, Conn.	*Radio Accessories & Automotive Parts*	Albert Frank & Co., New York
Essco Mfg. Co.	Peoria, Ill.	*Traffic Signal Lights*	The Irwin L. Rosenberg Co., Chicago
The Wilkening Mfg. Co.	Chicago, Ill.	*Piston Rings*	Behel & Harvey, Inc., Chicago
Grover C. Winn	Seattle, Wash.	*Finance*	Hall & Emory, Inc., Seattle
De Vion, Inc.	New York	*Perfumes & Soaps*	C. P. McDonald Co., Inc., New York
Mme. Yale	New York	*Beauty Culture*	C. P. McDonald Co., Inc., New York
The Jaywoolf Mfg. Co.	New York	*Knife Sharpeners*	Thomas M. Bowers Adv. Agcy., Chicago
The Germo Mfg. Co.	St. Louis	*Live Stock Remedies*	John Ring Jr., Adv. Co., St. Louis
American Fruit Growers, Inc.	Pittsburgh, Pa.	*"Blue Goose" Fruits*	George Batten Co., Inc., New York
Ambassador Sales Co.	New York	*Radio Accessories*	Albert Frank & Co., New York
The Duesenberg Motors Co	Indianapolis	*Automobiles*	P. P. Willis, Inc., Toledo
Horton Mfg. Co	Ft. Wayne, Ind.	*"Horton" Electric Washers & Ironers*	Lamport-McDonald Co., South Bend, Ind.
The McCullough & Tumbach Fur Co.	St. Louis	*Furs*	The Porter-Eastman-Byrne Co., Chicago
The Trimm Radio Mfg. Co	Chicago	*Radio Accessories*	Collins-Kirk, Inc., Chicago
The American Injector Co	Detroit	*Car Heaters*	Taylor-Eby, Detroit
Warrenton Clam Co.	Portland, Ore.	*Clams*	Crossley & Failing, Inc., Portland, Ore.
The Stanley Insulating Co.	Great Barrington Mass.	*"Stanley" Vacuum Bottles*	J. Walter Thompson, Inc., New York
McBee Binder Co.	Athens, Ohio	*Loose Leaf Binders & Office Equipment*	Wm. B. Hall Co., Detroit
Inecto, Inc.	New York	*"Inecto" Hair Coloring*	Laurence C. Gumbinner Adv. Agcy., N. Y.
The MacWhyte Co.	Kenosha, Wis.	*Wire Rope*	Maurice H. Needham Co., Chicago
The Trainor National Spring Co.	New Castle, Ind.	*Auto Springs*	The Irwin L. Rosenberg Co., Chicago
The Kirstin Mfg. Co.	Escanaba, Mich.	*Auto. Gasoline Gauges*	Klau-Van Pietersom-Dunlap-Younggreen, Inc., Milwaukee
Decorative Arts Guild	Ft. Wayne, Ind.	*Art*	Klau-Van Pietersom-Dunlap-Younggren, Inc., Milwaukee
Copeland Products, Inc.	Detroit	*Electrical Refrigerators*	Campbell-Ewald Co., Detroit
The Sealy Corp.	Houston, Texas	*"Sealy" Tuftless Mattress*	Dudley Davis Adv. Agcy., Inc., Memphis, Tenn.
The Means Weave Shop	Lowell, Mass.	*Handwoven Products*	Wells Adv. Agcy., Inc., Boston Mass.
The Conneway Electric Laboratories	Hoboken, N. J.	*Radio Tubes*	Whitman Adv. Service, Inc., New York
The Merchants and Miners Transportation Co.	Baltimore	*Transportation*	Baumgartner Adv.-Pub. Co., Baltimore
The Lay & Way Co.	New York	*"Double Ve" Corsets*	Lyddon & Hanford Co., New York
The Miller Rubber Co.	Akron, Ohio	*Tires and Rubber Sundries*	Lord & Thomas and Logan, Chicago
Columbian Iron Works	Chattanooga, Tenn.	*Water Hydrants & Valves*	Nelson Chesman & Co., Chattanooga



PERFECTION

Perfection is beyond the small power of man to achieve. It is something he can approach, but never reach. Our engravings do not, in the strict sense of the word, attain perfection, but they are as close an approximation of it as it is humanly possible for the most skillful artisans in the engraver's craft to make them.

Perfectly equipped, employing only the finest craftsmen, and maintaining a complete night service, we offer you the ultimate in photo-engraving satisfaction.

The GOTHAM PHOTO-ENGRAVING CO., Inc.

229 West 28th St. New York City

Telephone: Longacre 3595

Advertising & Selling · The NEWS DIGEST · Issue of Nov. 3, 1926

NEW ADVERTISING AGENCIES AND SERVICES, ETC.

The Taylor Advertising Co.	489 Fifth Ave., New York	Advertising	James I. Taylor, Pres.; James J. McCambridge, Vice-Pres.; Werner Stenzel, Vice-Pres., and Miss L. McKennee Treas.
The Coon Window Display Co.	Chicago	Window Display Service	Lloyd L. Coon
P. P. Willis, Inc.	Toledo, Ohio	Advertising	P. P. Willis, Pres., Benjamin Batch, Vice-Pres., and C. M. Werning, Sec'y-Treas.

PUBLICATION CHANGES AND APPOINTMENTS

"City Record," Glen Cove, N. Y., "Times," Bayville, N. Y., and the "News," Oyster Bay — Have been sold to Frank M. Dunbaugh, formerly associate editor of the "Review," Bronxville, N. Y.

"Ledger" Fairfield, Iowa, and the "Sun," Jamestown, N. D. — Appoint the G. Logan Payne Co., Chicago, as their National Advertising Representatives.

"The American Thresherman," Madison, Wis. — Appoints J. C. Billingslea, Inc., Chicago, as its Chicago Advertising Representative.

"The Carolina Retailer," Winston Salem, N. C. — Has been sold by the Carolina Retail Publishing Company to the North Carolina Merchants' Association

"La Razon," Buenos Aires, Argentina — Has appointed Joshua B. Powers, New York, as its Advertising Representative in the United States.

"North American Review," New York — Has been sold by George Harvey to Walter Butler Mahony, New York.

"Enquirer," Cincinnati — Appoints Paul Block, Inc., as its National Advertising Representative.

The Simmons-Boardman Publishing Co. New York — Has purchased the "Railway Review," Chicago.

"Leader Tribune," Marion, Ind., and the "News," Parkersburg, W. Va. — Appoint the G. Logan Payne Co., Chicago, as their National Advertising Representatives.

"Times," Pekin, Ill. — Appoints Allen-Knapp Co. as its National Advertising Representative.

"Chief," Perry, Iowa — Appoints A. R. Keator, Chicago, as its National Advertising Representative.

"Supplemento Semanal Illustrado," Brazil — Appoints Joshua B. Powers, New York, as its National Advertising Representative in the United States.

"Register," Richmond, Va. — Appoints Frost, Landis & Kohn, as its National Advertising Representative.

"Budget," Brookfield, Mo. — Has suspended publication as a daily newspaper and will be issued as a tri-weekly.

"Oil Age," Los Angeles, Cal. — Appoints Robert E. Powell, New York, and Alexander Rattray, San Francisco, as its Eastern and Northern California Managers, respectively.

"Poultry Success," Springfield, Ohio. — Appoints L. H. Mitchell as its National Advertising Representative.

"Oil Age," Los Angeles. — Appoints Jones & Sale, Chicago, as its Representatives in the North Central States.

"Hawk-Eye," Burlington, Iowa. — Appoints Cone, Hunton & Woodman, Inc., New York, as its National Advertising Representatives.

"Times," Orlean, N. Y. — Appoints George B. David Co., New York, and A. R. Keator Co., Chicago, as its National Advertising Representatives.

MISCELLANEOUS

"Draperies," New York. — Name changed to "Draperies & Decorative Fabrics."

Hobart Mfg. Co., Troy, N. Y. — Has acquired the Crescent Washing Machine Co., New Rochelle, N. Y. This business will operate as a separate unit of the Hobart Mfg. Co.

Rodney E. Boone. — Publishers' representative, will open a San Francisco office. F. M. Van Giesen will be in charge.

"Automotive Merchandising," New York. — Has opened a Detroit office. Ray Miller is in charge.

New York Advertising Agency, New York. — Name changed to Small, Lowell, Inc.

The American Newspaper Publishers' Association — Announces that the "Post," Morgantown, W. Va., and the "Daily Courier" of the Oranges and Maplewood, N. J., have been elected to membership.

The G. Logan Payne Co., Chicago. — Has purchased and reorganized the firm of Payne, Burns & Smith, Inc., New York. The new name will be The G. Logan Payne Co. (Effective Nov. 1).

A. A. Butterworth. — Has assumed control of the Keystone Publishing Co., Inc., Los Angeles.

The Associated Business Papers, Inc., New York — Announces that "Motor Trade," and the "Canadian Drygoods and Women's Wear," both of Toronto, Canada, have been admitted to membership.

CHANGES IN ADDRESSES

Advertising Agencies and Services, Publications, etc.

Name	*Business*	*From*	*To*
Cecil, Barreto & Cecil (Main Office)	Advertising Agency	Richmond, Va.	247 Park Ave., New York
W. L. Brann, Inc.	Advertising Agency	125 Park Ave., New York	270 Madison Ave., New York
Acorn Agency, Inc.	Advertising Agency	56 West 45th St., New York	67 West 44th St., New York
Sando Advertising Co.	Advertising Agency	Bobbs-Merrill Bldg., Indianapolis	960 No. Meridian St., Indianapolis
Charles Austin Bates	Advertising Service	33 West 42d St., New York	67 West 44th St., New York City

DEATHS

Name	*Position*	*Company*	*Date*
George Merck	Director & Founder	Merck & Co., Rahway, N. J.	Oct. 21, 1926
John G. Shedd	Chairman of the Board	Marshall Field & Co., Chicago	Oct. 22, 1926

.....The Business Survey of The Chicago Tribune *offers here a miscellany of fact and comment on zone marketing, the Chicago Territory and* The Chicago Tribune.

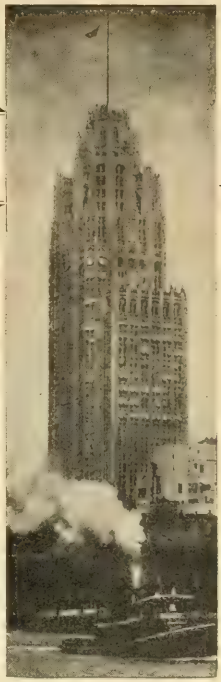
Runaway.....Specific.....Nationalitis.....
Small homes.....Personalia
.....Fistful.....Anachronism

From the TOWER

For the first nine months of 1926 The Chicago Tribune carried

27% more total display advertising
49% " national display "
19% " local display "
49% " classified "

than any other newspaper in Chicago



Portion of a photograph of Tribune Tower by Raymond Trowbridge. Awarded first prize at the Chicago Art Institute as the best commercial photograph of the year.

FRED W. SHIBLEY, vice-president of The Bankers' Trust Company, at New York, was asked by a reporter for Advertising and Selling what steps were taken by the bank in putting a sick business back on its feet. His reply was in part as follows:

"We first take a map of the United States, blank except for outlines of the states and their names, and in each state enter the present sales in each state. Next we study the potential sales in each state, based on population, and later enter these figures on the map. Then we study the cost of getting those goods to those states, and the various factors as represented by the various maladjustments of marketing. Frequently we find that sales are very spotty and that certain states that present a large potential market have received scarcely any attention; or, on the other hand, we discover sometimes that the biggest distribution is in remote states which represent sales and shipping expense which could be avoided by the simple expedient of cultivating territory closer home."

* * *

NATIONAL*ITIS*

(*pernicious*)

"For example, in another territory a loss was registered by all dealers who bought less than $1,000 yearly. Thus 57 accounts out of 69 were a dead loss. In one territory 74 per cent of the dealers accounted for only 26 per cent of the sales, yet 60 per cent of the total selling expense was spent on them. In another territory 81 per cent of the sales came from 25 per cent of the customers and in another 70 per cent of the sales were made to 24 per cent of the retailers."

William R. Basset
in Advertising and Selling

* * *

Business is particularly good in the Central States. Pessimists find gloom hard to sell. Building and industry are setting new levels. Merchandise is moving in a steady stream in the Chicago territory. Dealers' shelves are emptying regularly. State Street alone is selling retail goods at the rate of $190,000 an hour—$450,000,000 a year.

* * *

28,701 furnaces, refrigerators, bathtubs, roofs, doormats, just for new Chicago homes. That was the number of building permits issued the first nine months of this year. Growth demands it. Federal estimates show that Chicago is growing faster even than New York. Greatest is the demand for small homes with two and three bedrooms —five and six rooms in all. This is the type for designs of which The Tribune is offering $7,500 in twenty cash awards.

More than 2,400 architects have responded to the announcement of the award. Civic leaders, large employers, homebuilders applaud. The A. I. A. approve. A new era of domestic architecture is begun.

* * *

Personalia

Friday, September 25, the circulation of The Daily Tribune rose to 905,000. This was the highest figure in our history.....Next door to Tribune Tower the temporary roof of the new press room is being laid. With it The Tribune will have 80 press units, each capable of printing 16 page sections. The capacity will be 432,000 copies of a 42 page paper *per hour*.....Walter Eckersall, greatest quarterback of all time and one of the Tribune's greatest sport writers will referee the social event of the season, the Army-Navy game in Grant Park Stadium.....Thomas Sullivan, compositor, this month completed sixty-two consecutive years in The Tribune's employ.....James O'Donnell Bennett, when last heard from, was in Indiana collecting new impressions for his history-making Chicagoland series.



SIDNEY SMITH, creator of Andy Gump, impresario comique to the nation. 280 newspapers use this Tribune feature. That's leadership!



A Single Market, Size One-fifth of America

The scope of our trading centers, the radius of our market zones, have no counterpart. The lead editorial in a late issue of Advertising and Selling voices the usual surprise. To picture a single market as comprising five states is a wrench for the vertical mind. Yet every day manufacturers are selling profitable volume in one market, Zone 7, which is Illinois, Indiana, Iowa, Wisconsin and Michigan. Through one newspaper they are reaching 60 per cent of the families in 1,151 towns in the Chicago territory. Through The Chicago Tribune alone they are reaching one-fifth of the buying power of the nation.

* * *

Anachronism

"West?" "Middle West?" Why?

CENTURIES ago, before Clark and Kit Carson brought the states beyond the Rockies into the geography books, the Atlantic coast settlements were the point of contact between the Old World and the American frontiers. The Mississippi Valley was the country's West. But floods of pioneering gave economic and political recognition to the Pacific States. The West moved to the new seaboard.



Stone gargoyle, Tribune Tower decoration

With the movement the umbilical importance of the Eastern coastal towns diminished. As is often the case the tides of life swept by them. Yet esteemed dignitaries play as in a dream with old images and dead words. To them all beyond the Hudson is "West, Middle West, Western States."

There is a quaint air of provincialism about it, characteristic of Manhattan. Sacrosanct island! Imagine it—East and West! Nothing in between!

Where the national idea is a factor, the Central States are truly central. Geographically, in population, manufacturing, in the production of important minerals, in food production, in transportation and distributive facilities, in buying power and desire and activity, the Central States are the nucleus of the nation.

Pop Toop

DETROITLAND





$92,000,000 in 9 Months for Homes!



Out of the $142,618,734 invested in buildings in Detroit during the first nine months of this year, $92,000,000 was put into homes alone—just for places where folks can live. 8,945 single homes were built at a cost of $41,615,000. All of these figures represent a decided gain over the 1925 totals and clearly place Detroit as the Third City in building operations.

This is only indicative of the huge market daily existent in Detroit for merchandise of every conceivable sort—of the business activity in Detroitland that assists so directly in making advertising here more productive.

In this market The Detroit Free Press provides *adequate coverage*. This does not imply that *every* home is available for your selling message through this newspaper, but you do secure a *selective circulation* that enables you to concentrate upon the best of all types of homes in Metropolitan Detroit, making every agate line used produce best—cost less.



In addition to the vast number of dwelling places built in Detroit during the first 9 months of 1926, 11 hotels, 672 stores, 14 office buildings, 12 banks, 115 shops and factories, 28 schools, etc., were banked up against Detroit's skyline.

The Detroit Free Press

"Starts the Day in Detroit"

VERREE & CONKLIN, INC., NATIONAL REPRESENTATIVES

New York Chicago Detroit San Francisco



There's a reason for it's reader interest!

The annual editorial cost of National Petroleum News is greater than the total advertising and subscription revenue of many publications in its field. Its telegraph bills alone would pay the editorial salaries of many a lesser business paper.

Published Weekly from 812 Huron Road, Cleveland, Ohio

Branch Offices:
TULSA
CHICAGO
NEW YORK
HOUSTON

MEMBER: A. B. C.

MEMBER: A. B. P.

NATIONAL PETROLEUM NEWS

Advertising & Selling

PUBLISHED FORTNIGHTLY
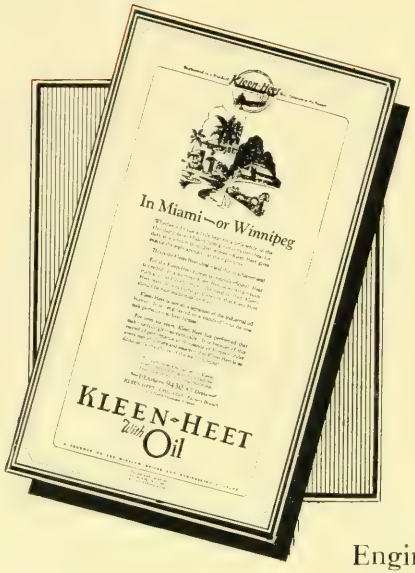


Drawn by E. A. Georgi for the New Jersey Zinc Company

NOVEMBER 17, 1926 15 CENTS A COPY

In this issue:

"I Gotta Get Up an Ad" By G. Lynn Sumner; "What We Learned in Selling Direct" By O. B. Westphal; "The Modern Trends in Business Management" By Fred W. Shibley; "Inflated Circulations" By J. H. Fahey; "Financing Sales Outlets" By W. K. Weaver; "On Buying Space" By E. D. W.

Putting Oil Heat in Chicago Homes



Kleen-Heet advertising is placed by the Mitchell-Faust Advertising Company

Certainly the choice of a heating system is a family matter — a subject for advertising, above all, in a home newspaper.

The Winslow Boiler and Engineering Company capitalizes this fact in their advertising in Chicago of "Kleen-Heet" oil-burners. This year they are running a consistent and aggressive campaign in The Daily News, using more space than in any other Chicago paper.

If your product is of interest to the family you simply can't go wrong in Chicago in

Member of the 100,000 Group of American Cities

THE CHICAGO DAILY NEWS

First in Chicago

Advertising Representatives:

NEW YORK
J. B. Woodward
110 E. 42d St.

CHICAGO
Woodward & Kelly
360 N. Michigan Ave.

DETROIT
Woodward & Kelly
Fine Arts Building

SAN FRANCISCO
C. Geo. Krogness
253 First National Bank Bldg.

Published every other Wednesday by Advertising Fortnightly, Inc., 9 East 38th St., New York, N. Y. Subscription price $3.00 per year. Volume 8. No. 2. Entered as second class matter May 7, 1923, at Post Office at New York under Act of March 3, 1879.

The LIFE STORY of every motor is written in OIL



DESERTED, in the quiet of the garage, stand long lines of cars, touched here and there by dusty fingers of sunlight.

What a story the doctor's weather-worn coupe could tell of a brave, old motor's race with death through a cruel sleet-torn night.

And what entertaining yarns that globe-trotting landaulet could spin of the strange dark ways of Algerian repairmen.

While the yellow roadster's tale would be a bitter one and sad, of a proud, young engine, burned-out in its youth through recklessness and lack of care.

* * *

STORIES of long and faithful service. Stories of breakdowns and failure and repair bills. But at the bottom of every motor's story, responsible for good performance and bad performance alike, you would find—a motor oil.

For the actual performance of every motor depends largely upon a film of oil—a film thinner than this sheet of paper.

A motor-oil's job

Your motor-oil's job is to safeguard your motor from deadly heat and friction, the twin enemies responsible for three-fourths of all engine troubles.

In action, your motor-oil is no longer the fresh, gleaming liquid you saw poured into your crankcase. Instead, only a thin *film* of that oil holds the fighting line—a film lashed by blinding, shriveling heat, assailed by tearing, grinding friction. In spite of those attacks the oil film must remain unbroken, a thin wall of defense, protecting vital motor-parts from deadly heat and friction.

Ordinary oil films fail too often

Under that terrific two-o-fold punishment the film of ordinary oil often breaks and burns. Then vicious heat attacks directly the unprotected motor parts. And through the broken film, hot, raw metal chafes against metal.

Insidious friction begins its silent, dogged work of destruction. And finally you have a burned-out bearing, a scored cylinder, a seized piston. Then, the repair shop and big bills!

The "film of protection"

Tide Water Technologists spent years in studying not oils alone, but oil *film*. They made hundreds and hundreds of laboratory experiments and road tests. Finally, they perfected, in Veedol, an oil that offers the utmost resistance to deadly heat and friction. An oil which gives the "film of protection" *thin as tissue, smooth as silk, tough as steel.*

Give your own motor a chance to write its story, not in ordinary oil but in Veedol. Then it will be a long history of faithful, economical service.

Tide Water Oil Sales Corporation, Eleven Broadway, New York. Branches or warehouses in all principal cities.

¶ *Any honest repair man will tell you that more than 75% of all motor repairs are caused by the failure of a motor oil. Safeguard your motor with Veedol, the oil that gives the film of protection, thin as tissue, smooth as silk, tough as steel.*



The FILM of PROTECTION

One of a series of advertisements in color prepared for the Tide Water Oil Sales Corporation

Facts need never be dull

THIS agency was one of the first to adopt the policy of "Facts first—then Advertising." And it has earned an unusual reputation for sound work.

Yet this organization does not, nor has it ever, confused "soundness" with "dullness." It accepts the challenge that successful advertising must compete in interest, not only with other advertising, but with the absorbing reading matter which fills our present-day publications.

We shall be glad to send interested executives several notable examples of advertising that has lifted difficult subjects out of the welter of mediocrity.

JOSEPH RICHARDS COMPANY, INC.
255 Park Avenue, New York City

RICHARDS . . . Facts First . . then Advertising



Multiply this picture a hundred thousand times

IT is not by chance or accident that The Indianapolis News is the home newspaper of Indianapolis and the Indianapolis Radius.

It is the home newspaper by deliberate design and 57 years of constructive, intelligent effort toward that end.

The News is edited for the home. It has strict ethical advertising standards. It has always respected and reflected the highest interests of its readers.

The News is made up for the home reader. It does not segregate news and advertising, but carries news matter straight through the paper, with something of absorbing interest on every page. The second section is as interesting as the first.

By being a home newspaper and first of all a *news*paper, The News has become, naturally, Indiana's greatest advertising medium. The advertiser buys far more than mere transportation for his message. He buys, legitimately, the *use* of The News' influence in the home, where sales are made —an influence that has scarcely been surpassed in the history of American journalism.

Multiply the picture above a hundred thousand times, visualize The News as the trusted friend in a hundred thousand families, and you will have a true picture of a part of its enormous and unduplicated service to the advertiser.

THE INDIANAPOLIS NEWS

New York, DAN A. CARROLL
110 East 42nd Street

FRANK T. CARROLL, *Advertising Director*

Chicago, J. E. LUTZ
The Tower Building

Everybody's Business

By Floyd W. Parsons

FOR several months I have been engaged in a study of the diet question, and never has anything appealed to me as of more interest or importance. It is literally true that "We are what we eat." It is also a fact that human health is the most important factor in the success of individuals, and in the efficiency of groups of workers. One of the greatest problems of management today is absenteeism due to sickness. We are rapidly coming to a time when company officials will be obliged to give attention not only to their own eating habits in the interest of business efficiency, but will be compelled to give thought, also, to the diet of their employees for a similar reason.



Primitive stone mill used by our forefathers

The subject is so big that not much can be said about it on a single page. But here are a few brief statements that at least may start a line of thought. The diet problem is surrounded by such a wide diversity of beliefs that the average layman soon becomes lost in an ocean of conflicting opinions. He is likely to conclude that no one knows very much about the subject and therefore he might as well go on eating whatever he likes.

There is also the idea that dieting means a lot of bother and considerable personal sacrifice. "If a rational diet means that I must give up eating for pleasure," he says, "then I'm for a merry life and a short one. People who talk about trading years of life for hours of fun do so only because they believe that possibly they may be able to have the fun without paying for it. Incorrect eating habits run up a bill that must eventually be settled.

The curse of the present day is devitalized foods. Rice, corn, wheat, sugar and many other common foods have been subjected to processes that have made them beautiful rather than nutritious. Refined sugar is an abomination to the body. White bread is a great source of energy and in the cases of most people is easily assimilated, but it provides no roughage and has been deprived of those vital elements known as the organic salts. People can starve to death on an energy-producing diet. Proteins, fats and carbohydrates supply heat and to some extent replace worn-out tissues. But we cannot continue in health unless we take into our bodies the organic salts possessed of electro-magnetic properties and acting as building stones for those vital cementing agents known as the vitamins.

Undoubtedly a majority of human ailments come as a result of acidity. The first step to a rational diet is to know what foods are acid-forming, and which are alkalin-forming. In the list of acid-forming foods we can include meats, fish, poultry, egg-white, legumes (dried peas, beans, lentils), visceral foods, animal fats (except cream, butter and egg-yolks), plums, cranberries and rhubarb, all cereal grains (bread, breakfast foods, etc.), and practically all foods high in protein.

The important alkalin-forming foods comprise all fruits, fresh and dried, except large prunes, plums and cranberries. Contrary to common opinion, the citrus fruits such as oranges, grapefruit, limes and lemons, are especially high in alkalin-forming qualities. Practically all vegetables produce an alkalin effect in the body, except rhubarb and the legumes mentioned above. Milk and nearly all varieties of berries are likewise alkalin-forming.

A glance at the lists of foods above will convince anyone that the majority of people, especially in the city, live largely on foods that form acids in the body. With this condition existing, it is no wonder that we are so easily subject to colds and other disorders that are caused largely by accumulated poisons resulting from an unbalanced diet. The solution of the problem for us is to plan our meals on at least a three-to-one alkalin basis. In other words, seventy-five per cent of the things we eat should be alkalin-forming, and only twenty-five per cent acid-forming. It is probable that many people at various times actually reverse these figures.

One of our present difficulties is the propensity of ourselves, and of many doctors, to accept as truth many fallacious notions that have been handed down to us. Milk can be taken with citrus fruits as it can with apples, pears or berries. On the other hand, starches should not be combined with milk, meat or tart fruit. When meat, fish, eggs or cheese are eaten at a meal, it is essential that they be balanced with vegetables and fruits. An orange can be as well eaten before going to bed as can an apple. The tomato, like many fruits, contains acids and is not alkalin when eaten, but when these acids are burned in the body, they leave behind an alkalin salt. The tomato is highly beneficial in reducing the acidity of the blood and removing uric acid from the system. The oxalic acid it contains is so negligible that there is no basis for the notion that tomatoes should be excluded from the diet of people suffering from gout and rheumatism.

Much of the foregoing is contrary to popular belief and that is just why I am setting it forth here. My studies of recent research and extensive conversations with our leading dietitians have aroused my interest in getting at the truth. There can be no doubt that we are at the dawn of a new era in eating. It will be a revolution in which education of the public through advertising will play the most important part.

NO SIDE TRIPS ALLOWED



The highroad of advertising has a remarkable number of appealing side paths and woodland lanes branching out into unknown directions.

Sooner or later almost every advertiser looks upon these pleasant paths and is allured by them. Somebody in the organization has a brand new scheme—the kind that is "different". Somebody outside steps in and sells a neat trick. Some fertile brain conceives a whale of a "stunt" idea.

So the advertising manager dips into his appropriation, cuts down the schedule, and goes off with part of the company's liquid assets and a good deal of romantic hopefulness.

Advertisers who indulge in these little escapades, advertisers who shop around for ideas and policies, usually profit in only one way—in experience. A less adventurous, but a better way to promote a business is to study the objective which the advertising should accomplish—and then keep eternally and continuously after it.





CALKINS & HOLDEN, Inc.

247 PARK AVENUE · NEW YORK

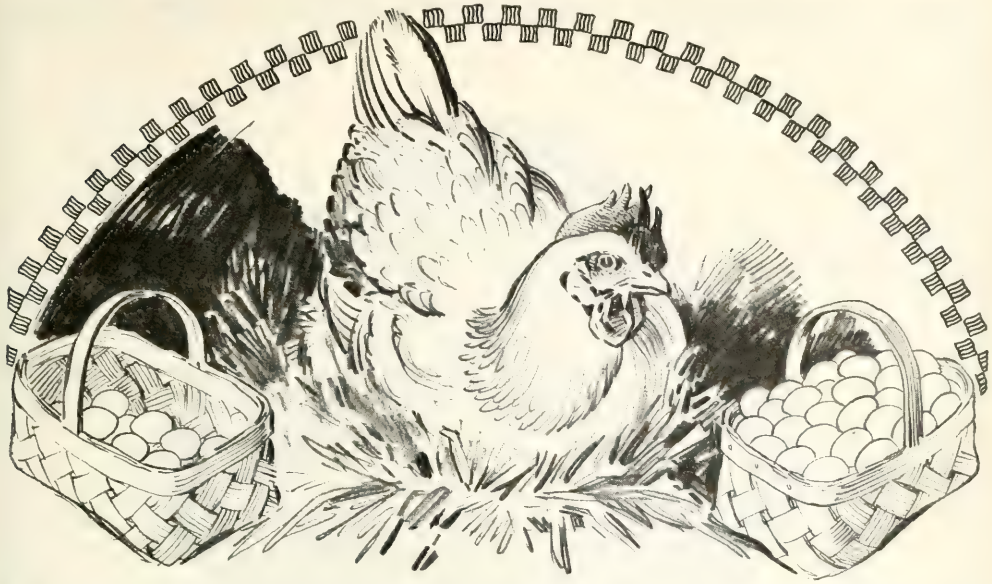


Photo-Engraving Leaves No Feed Unsold

Picture a package and the product will sell, because you identify it in the public mind. Go farther and portray the environment in which it is made, sold or used and you establish its market.

Photo-engraving has helped to establish many odd and interesting businesses--among them the poultry feed industry.
The picture of the healthy, productive hen and her happy family "leaves nothing untold."

The feed manufacturer who uses photo-engravings most, prospers best, because his appeal is universal—it cannot be misunderstood.

The American Photo-Engravers Association numbers in its membership many craftsmen who make printing plates so graphic that, like the porcelain nest egg, they would carry conviction even to an unlettered hen.

The biographical booklet "The Relighted Lamp of Paul Revere" supplied on request.



The tools of advertising have developed in keeping with American progress in other lines. Today photo-engraving affords advertisers possibilities that were unknown a few years ago. Rotogravure presses, multiple color presses, the stupendous increase in color advertising, larger editions of newspapers and increased competition for attention, all have thrown a very heavy burden on photo-engravers. In my humble opinion, good photo-engravers are able to solve most of the printing problems that are worrying advertising directors, art directors, advertising managers and agencies--IF the photo-engravers are brought into the picture from the start.

Photo-engraving is so technical that problems must be solved by those who are familiar with the technical factors. It has been proved time and time again that slight variations in the effect of advertisements frequently have a tremendous effect on their pulling power. Those who prepare advertising should seek the advice and help of engravers when there is still an opportunity to follow their suggestions in making over originals, the selection of screens, etc.

Advertising owes sincere appreciation to certain photo-engravers who have given so freely of their time and money to advance advertising through their art.

Vice President Ralston Purina Company
President Association of National Advertisers

AMERICAN PHOTO-ENGRAVERS ASSOCIATION

GENERAL OFFICES • 863 MONADNOCK BLOCK • CHICAGO

Copyright, 1926, American Photo-Engravers Association



Winter in the Perpetual Sunshine of North Africa

Terraces and towers, mosques and minarets....ancient splendors and modern travel luxuries....only nine days from New York

Are you looking for a place that is smart . . . uncrowded . . . different . . . as well as restful and warm in winter months? It is North Africa . . . the meeting place of the cosmopolitan . . . just across the Mediterranean from the Riviera. Magic cities are held together by over three thousand miles of macadam highways. Crumbling beauty is beheld from luxurious automobiles . . . with specially constructed six-twin wheeled Renault cars for the desert trips. And excellent accommodations are found in the 31 famous Transatlantique hotels.

Fifty-seven day de Luxe itinerary in this tropical playground . . . includes the crossing of the Mediterranean, a private automobile and all hotel expenses . . . **$1450.** Or a ten day trip for **$120.**

The mystery of Morocco . . . the vivid color of Algeria . . . the ancient beauty of Tunisia . . . all lie at the other end of "the longest gangplank in the world." And the whole tour is planned for your comfort and enjoyment . . . beginning with the six days of unexcelled service and cuisine on the de Luxe Paris or France, the French Liners that go first to Plymouth, England . . . then Havre.

Or perhaps you will sail on a luxurious One-Class Cabin Liner, the De Grasse, Rochambeau, La Savoie or Suffren, that goes direct to Havre, the port of Paris. No transferring to tenders. The gangplank leads to the waiting train. In three hours . . . Paris. Overnight . . . the Riviera. Just a day across the Mediterranean . . . North Africa.

French Line

INFORMATION FROM ANY FRENCH LINE AGENT OR TOURIST OFFICE, OR WRITE DIRECT TO
19 STATE STREET, NEW YORK CITY

The Ripple of Advertising Dollars

THROW a stone into a small pond and you can watch the waves created by the disturbance strike its four shores. Cast that stone into the ocean and you will observe no effect beyond the splash that precedes its final disappearance.

An advertising appropriation thrown into a market is much the same as a stone thrown into the water. If the territory is properly limited, the *interest waves* created by the advertising will be of some consequence. If the territory is too large, the only effect will be the splash that marks the disappearance of the money invested.

The idea of selling to a hundred million people is alluring. But if it is a million dollar job, the manufacturer with a hundred thousand dollar appropriation better not attempt it.

Many business houses are straining for *thousands* of accounts when the funds available are barely sufficient to properly develop *hundreds* of accounts. They would be better off if they concentrated one dollar each on a few prospects in lieu of flipping ten cents each at many prospects.

"*The Third Ingredient in Selling*" is the name of a new book which discusses ways and means of getting the most out of your advertising dollars. Complimentary copies are available for executives interested in this vital subject.

JAMES F. NEWCOMB & CO. INC.

Direct Advertising :: *Merchandising Counsel*

330 SEVENTH AVENUE, NEW YORK, N. Y.

"HOT-SPOT" MARKETS

Your sales grow fastest where the interests of your prospects are the warmest. Your markets expand in the favoring atmosphere created by your advertising media.

Super-power advertising in the All-Fiction Field takes you direct to "hot-spot" markets where interests are keen and enthusiasms warm. It is a young-hearted, young-minded audience that reads the sixteen magazines comprising the All-Fiction Field.

Fiction, the love of Romance, creates an unusually favoring atmosphere for the growth of ideas, the spread of imagination. And where ideas flourish and imagination takes wings, there is the ideal market for the alert advertiser. Why not send your message to these hot-spot markets?

2,780,000.
Members Audit Bureau of Circulations

All-Fiction Field

Magazines of Clean Fiction

New York Chicago Boston San Francisco

Good Business *and* GOOD WILL

What service has this Magazine rendered its readers and advertisers to win such Good Will? And how does Good Will concern Good Business?

THE success of Good Housekeeping is due primarily to its women readers.

They have looked to this magazine to help them in the progress of their homes. By the aid and inspiration found here their faith has been justified, and Good Housekeeping has succeeded through serving its readers first of all.

Year after year American women have conducted their homes and bought the things that go into those homes through their reading of Good Housekeeping.

They have personal experience of continuous service. It is their confirmed Good Will that accounts for advertisers' success in Good Housekeeping.

In order that readers may regard the advertising pages of Good Housekeeping with a confidence equal to that with which they read the editorial pages, every advertisement is guaranteed.

Every advertisement is guaranteed because every product advertised has first been investigated to make sure that it could be guaranteed to readers.

HOUSEKEEPING IS A BUSINESS, TOO

There is no trade or business in the world that is so generally necessary to human happiness as housekeeping.

Good Housekeeping is an essential aid in carrying on an essential business. And the study, preparation and serving of food is no small part of that business. Here, too, Good Housekeeping renders authoritative and reliable aid.

For every phase of Good Housekeeping—whether it be articles on food, labor saving devices and appliances, fashions, interior decoration, the care of children, or entertaining fiction—contributes effectively to the business of housekeeping.

Good Housekeeping INSTITUTE, Good Housekeeping STUDIO, and Good Housekeeping BUREAU of Foods, Sanitation and Health are parts of an organization that constantly maintain Good Housekeeping's recognized standard of excellence, a standard well known to all who know the magazine.

Thus readers of Good Housekeeping possess every month a complete and reliable plan for operating the business of housekeeping. They carry on this essential business with the guess-work taken out.

The number of different advertisers in Good Housekeeping and their persistence in using its pages indicates a Good Will founded on profitable experience.

After all, Good Business—enduring Good Will—is to be found only where buyer and seller are both pleased, not once in a while or occasionally, but right along.

Good Housekeeping is bought and used by more than a million and a quarter women every month. Advertising space is profitably purchased in Good Housekeeping by more advertisers than in any other of the leading women's magazines.

To read and use Good Housekeeping is Good Business for women with homes to keep efficiently and attractively. To use this magazine is consequently Good Business also for our advertisers.

Good Will and Good Business naturally go with Good Housekeeping.

GOOD HOUSEKEEPING

CHICAGO NEW YORK BOSTON

This is the eighth in a series.

Is he laboring under *Distance-Burdened* Merchandise?



Even the best salesmen and finest merchandise cannot attain full volume in competition with houses whose branch plant service is a clinching sales argument

Through the Eyes of Others see what Atlanta can mean to your business. Send for this free booklet giving the experiences of more than 600 concerns now in Atlanta.



—*then don't expect full volume from the South*

BARRING that small minority of merchandise to which distance lends enchantment, goods bearing the weight of heavy freight charges and slow service are looked on with disfavor today. No longer can industry hope to serve the entire United States from any one point, however centrally located.

As a result, industry is carefully spotting branch factories to adequately serve its major markets from close by, "overnight," as modern merchandising condition demand.

The South is not only a *major* market—it is the *fastest growing* market in the United States. The building program, the buying of motor cars, high-priced home equipment, modern office equipment, railroad tonnage, bank clearings, insurance reports, post office figures, and all other truly representative statistics show this to be a market of immense importance to every producer.

Leaders of Industry Select Atlanta

The point of greatest economy from which to serve this rich market is Atlanta. Transportation is at its best here. Production economies are a major attraction. Raw materials, labor, power, moderate taxes, sites, building costs—all contribute generously to profits from Industrial Atlanta.

A total of over 600 nationally known concerns, with the full facts before them, have chosen this city as Southern distribution point. In an amazing number of cases these Atlanta branches lead the country not only in percentage of increase, but in volume of sales as well—exceeding quotas year after year because of the rapid growth of the territory, and the economy of serving it from this point.

A Complete, Valuable Survey Made Free

The Atlanta Industrial Bureau is prepared to make, without charge, a special, confidential Industrial Survey for your business. Every economic factor will be presented in its relation to your business, and every statement will be thoroughly authenticated before it is laid on your desk.

All correspondence held strictly confidential.

Write to INDUSTRIAL BUREAU
2054 Chamber of Commerce

ATLANTA

Industrial Headquarters of the South

Sell in the Northern 9 Counties

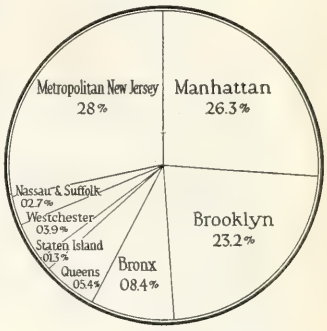
—The Major Market of the Metropolitan District



THE Northern 9 Counties comprise the major market of the Metropolitan District.

Of a population of 8,500,000 in the Metropolitan District, the Northern 9 Counties in New Jersey total 2,600,000—larger than Manhattan or Brooklyn or all of the rest of the boroughs and suburban counties combined.

In the Metropolitan District in 1923, 1,062,797 people reported incomes—231,872 of them from the Nine Counties; more than reported incomes from any other city in the United States save Chicago.



New Jersey suburbs are the largest, and, from the marketing standpoint, the most important section of Metropolitan New York.

In Retail Outlets, the Nine Counties have 11,460 grocery stores—more than any city save New York; 966 drug stores—more than any city save New York, Chicago and Philadelphia; 1,556 hardware stores—more than any city save New York and Chicago.

In volume of business transacted, the Nine Counties are surpassed only by four cities: New York, Chicago, Philadelphia and Boston.

In value of buildings under construction, the Nine Counties are exceeded by only five entire states: New York, Pennsylvania, California, Illinois and Florida.

In dwellings wired for electricity, only eight entire states exceed the Nine Counties in number; only three in the per capita consumption of electricity.

In this section of the Metropolitan District market CHARM, the magazine of New Jersey home interests, occupies a predominant place.

Its circulation is the largest of any magazine; and it concentrates exclusively upon more than 80,000 of New Jersey's finest and most desirable families.



CHARM

The Magazine of New Jersey Home Interests

Office of the Advertising Manager, 28 West 44th Street, New York

When a great entered

it first covered the key trading area

The principle it established in locating its first twenty-two stores parallels the principle national advertisers should follow in Boston

SOME years ago the great Liggett drug chain entered Boston.

The heads of this chain are Boston men. They know Boston merchandising conditions.

Their first twenty-two stores were located entirely within the 12-mile area recently defined by the Boston Globe as the key trading area of Boston.

During 1923, 1924 and 1925, fifteen new Liggett stores were opened within the 12-mile area in which the circulation of the Sunday Globe leads.

Store location by chain stores and national advertising coverage bear a close similarity in principle. Both seek to reach the greatest possible number of customers in the area of highest per capita buying power.

Granting the desirability of reaching *every* possible customer neither the chain store nor the national advertiser expects such a result. In locating stores—in planning advertising, the practical objective becomes coverage of the leading shopping center.

Boston's key trading area

That area has been defined accurately by the Globe's survey of department store deliveries made through the Clearing House Parcel Delivery. It is outlined on the map here printed. In this key trading area the Sunday Globe leads all other Boston Sunday newspapers in circulation. And the daily Globe exceeds even the Sunday in total circulation in this same area.

That is why the Boston department stores use in the Sunday Globe as much space as in all the other Boston Sunday newspapers combined. That is why these same stores used the daily Globe during 1925 in greater volume than any other single Boston daily.

And the Liggett stores, both in location of outlets and in advertising confirm this principle. For the Liggett chain, too, places great confidence in the Boston Globe.

Boston merchants point the way for national advertisers

Within the 12-mile trading area of Boston are 1,700,000 people with a per capita wealth of $2000.

They supply one of the foremost Boston department stores with 64% of its charge accounts —to their homes go 74% of all package deliveries by all department stores.

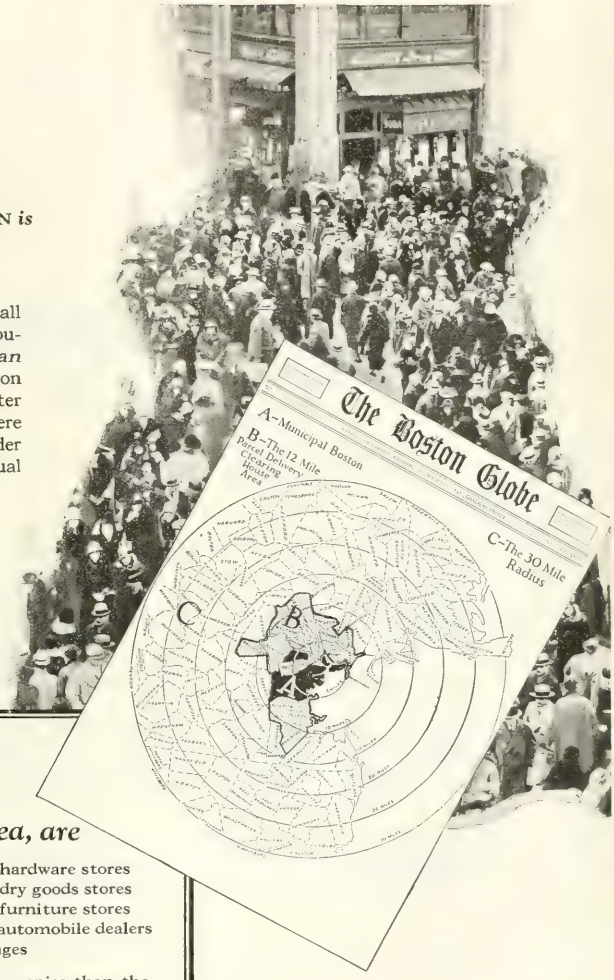
This is the key trading area of Boston. Advertise in it *first* through the Globe. Let the Globe bring to retailers of your product the rapid turnover that every worth-while retailer wants.

drug store chain Boston

TOTAL NET PAID CIRCULATION is

279,461 Daily
326,532 Sunday

It is pretty generally true in all cities with large suburban population that, *in the metropolitan area,* when the Sunday circulation is practically the same or greater than the daily circulation, there is proof of a real seven-day reader interest with a minimum of casual readers of the commuting type.



In the Area A and B,
Boston's 12-mile Trading Area, are

64% of a leading department store's charge accounts
74% of all department store package deliveries
61% of all grocery stores
57% of all drug stores
60% of all hardware stores
57% of all dry goods stores
55% of all furniture stores
46% of all automobile dealers and garages

Here the Sunday Globe delivers 34,367 more copies than the next Boston Sunday newspaper

The Globe concentrates—199,392 daily—176,479 Sunday

The Boston Globe

The Globe sells *Boston*



IF WE STAGED A GOLF TOURNAMENT—

If we could entertain our subscribers at the good old Scotch game, most of the "Who's Who" in America would tee off.

Meet the above foursome, they're a typical group. Mr. Tom Bradley (on the left) is mayor, Chamber of Commerce member and owner of the largest department store in Bradeyville, Wisconsin. J. Ferguson Meade III (marking the score card) pays an income tax on about $500,000 —a N. Y. bond broker by trade. Judge White (driving) has been on the San Francisco bench for twenty-nine years. N. D. Peck (with the pipe) hails from Dallas, Texas, where he is titled one of the best sales and advertising managers in the South.

In every city, community and hamlet in the country, there is always a certain group of financially independent leaders who direct the business activities, head the committees and run things in general. These executives and directors, these successful captains of industry pay admission by preference twelve times a year to see the pages of The Atlantic Monthly.

Surely your product would appeal to this selected market of 110,000 (*ABC*) *leaders.*

May We Send You All the Facts?

THE ATLANTIC MONTHLY

A Quality Group Magazine

8 ARLINGTON STREET BOSTON, MASS.

Rebate-backed, guaranteed circulation, 110,000 A. B. C.

Advertising & Selling

VOLUME EIGHT—NUMBER TWO

November 17, 1926

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S. E. CONYBEARE
The News Digest 83



S. E. CONYBEARE of the Armstrong Cork Company succeeds E. T. Hall of the Ralston Purina Company as the head of the Association of National Advertisers, having been elected president of that organization at the annual convention at Atlantic City on Nov. 10. Vice-presidents elected at the time were: W. A. Hart, Verne Burnett and Arthur H. Ogle. For further details, see page 62 of this issue.

Since the meeting announcement has been made of the resignation of Robert K. Leavitt as executive secretary. He will be succeeded by Arthur H. Ogle.

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If It's Dealer Influence You Want

Cosmopolitan can give it to you.

While we shall always insist that the kind of dealer influence that is worth spending good money to buy is that which comes as a by-product of consumer influence, nevertheless we can point to direct evidence also.

Dealer Response in Specific Cases

A manufacturer of a brand new item of jewelry recently merchandised an exclusive Cosmopolitan campaign to the best jewelers in the 657 Cosmopolitan trading centers and secured dealer acceptance in 75% of these points in the opening weeks of the drive. And 60% of these dealers placed repeat orders within a few months.

A manufacturer of an article of women's wearing apparel sold through high-grade, exclusive shops merchandised his Cosmopolitan campaign to these dealers and increased his volume 60% over the corresponding period of the previous year.

Dealer Readers

A mail questionnaire to dealers showed that 80.6% of them read Cosmopolitan, either regularly or occasionally.

70% of these dealers stated their belief that advertising campaigns in Cosmopolitan help the sale of the advertised brands in their stores.

A cross-section check of our subscription lists showed a substantial number of dealers and jobbers among our mail subscribers.

Their Own Experience

Thirty thousand retailers know of Cosmopolitan's influence through their personal experience in selling over 6,000,000 copies a year in their own stores. And they know the kind of people who willingly pay 35 cents for Cosmopolitan when there are dozens of other magazines to be had for from ten to thirty cents less.

Key dealers in all important trading centers receive at frequent intervals a promotion letter building good will for Cosmopolitan and Cosmopolitan advertisers.

Yes, Cosmopolitan Has Dealer Influence

But we ask you to buy it primarily because it reaches more than a million and a half of the most worth-while families of America, living in the better sections of all the important trading centers.

Our new book "The Cosmopolitan Market—A Merchandising Atlas of the United States" will give you more details about the Cosmopolitan audience and much valuable information about markets and marketing. If you haven't received your copy, write for it on your business stationery.

Advertising Offices

326 West Madison St.
Chicago, Illinois

General Motors Bldg.
Detroit, Michigan

119 West 40th St.
New York City

5 Winthrop Square
Boston, Mass.

625 Market Street
San Francisco, Cal.

NOVEMBER 17, 1926

Advertising & Selling

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"I Gotta Get Up an Ad"

The Advertising Copywriter Has Much to Learn Regarding the Public's Taste in Reading Matter

By G. Lynn Sumner

JOHN HENRY McNAB, copywriter for the Old Ironsides Advertising Agency, was late for work this morning. He slipped in twenty minutes after the customary nine o'clock, because on his way to the office he had been obliged to stop at the telegraph office and send a wire to his brother in Ft. Worth. He had written on the familiar yellow form what he wanted to say and then had read it over to make sure it was clear and had counted up the words. To his dismay, he found he had written fifteen words, and extra words to Ft. Worth were six cents each. He edited the message and eliminated two of them. Then he found by reconstructing the whole first sentence he could save two more. Finally, by also rewriting the last sentence, he disposed of the one remaining bit of excess and a glow of pride suffused him as he read the wire in its new form and realized that by the process of editing and re-editing, the message had lost none of its meaning—in fact, was clearer even than before—and he had saved the no small sum of six nickels or thirty cents.



THE story of the fiction writer will be read, because people buy the magazine for that sole purpose. His story must pass a rigid editorial inspection before it is published, and into its preparation he puts the utmost care. The writer of an advertisement, however, must compete for the reader's attention. Yet all too often his work is marred by haste and insufficient care

Arrived at his office, John Henry McNab finished the morning paper, moved some folders from one side of his desk to the other several times, and was still trying to decide which of several assignments he would tackle first, when at eleven o'clock he had a call from the copy chief.

"That page for the *Post* you are working on," the chief exclaimed. "I've got to have it by noon. Is it ready?"

"No, but it will be," spoke the optimistic McNab and returned to his office with quickened step just in time to answer his madly ringing 'phone.

"Oh, sure," he responded, "I haven't forgotten. The White Horse at twelve-ten sharp. I gotta get up an ad first, but I'll be there right on the dot." And John Henry proceeded to produce in the remaining tag end of a forenoon an advertisement destined—hopefully—for the eyes of millions of people and for the privilege of publishing which an advertiser would pay almost the price of a Rolls Royce.

"I gotta get up an ad," says the copywriter, and in

one crowded hour he undertakes to give expression to a story an advertiser may have been waiting years to tell.

"I gotta get up an ad," and he proceeds to write what it is hoped will attract interest; arouse, impress, convince millions of readers.

"I gotta get up an ad," and on what goes into the precious waiting space may depend the success or failure of a merchandising campaign that began way back with the planning of factory production and extends clear through to the consumption of the product itself in a million homes.

It includes the careful purchase and assembling of raw materials, it involves the employment of many people, it covers weeks of work by a salesforce arranging for distribution, it provides for cooperative effort on the part of hundreds of retail dealers. All these elements go into the far-reaching campaign by which a product is to be carried from the source of manufacture to convenient points of sale where a public, having received through advertising the story of its uses and virtues, may come to buy. Into the hands of the copywriter is placed the responsibility of building that bridge of interest and desire.

"I gotta get up an ad," he says, and proceeds to combine time-worn expressions, tedious technical descriptions in new ways. These words may be costing some advertiser ten, fifty, possibly one hundred dollars, each, but he chooses them with less discrimination than he plans the phrasing of a ten-word telegram.

I seek no wholesale indictment of all copywriters on a general charge of negligence, but how I wish that by some such picture as this it might be possible to bring home to those to whom comes the privilege of interpretation, a sense of the responsibility they bear.

ONE day not long ago two men in the city of New York sat down with clean white sheets of paper before them, one in his home, the other in the copy department of an agency. They were parties to a strange coincidence of circumstance. Each was getting ready to write a story. Both stories were to appear in the same publication—a national periodical with two million circulation, and possibly five million readers. Each writer had the same objective, to write a story so interesting that

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Statistics With Wings

By Dr. B. L. Dunn

Advertising Manager, Oneida Community

I ONCE knew a brilliant executive who said, "Statistics are like booze. They are all right—if you know who made them and what's in them." He added, "I never fully trust any statistics except my own. Those I know are good, because I make them up to prove exactly what I want to prove!"

In private he called these manipulated statistics "phoney statistics," or "synthetic statistics," but contended that they were truer than ordinary statistics because they contained imaginative vision.

"Ordinary statistics," he said, "crawl along behind accomplished facts. I want statistics with wings."

This same man divided customary statistics into three classes: First, "Bread and butter" statistics—statistics which follow facts and require no special interpretation.

Second, "Trend" statistics—statistics which one uses personally with only partial belief in them.

Third, "Propaganda" statistics — impressive statistics to be used in selling one's ideas to others. These are effective, he pointed out, in inverse ratio to the listener's knowledge of the subject to be presented. If he knows nothing about it, they score 100 per cent. If he is fairly well posted, they might rate at fifty per cent, because only *some* of the holes are found. If he is an expert, they measure from twenty-five per cent down to nothing, because the expert finds *all* the holes.

"Figures don't mean to lie," he contended, "but they lick the hand that feeds them. Even the best trained, the most intelligent statistics are too eager to prove what their master wants to prove."

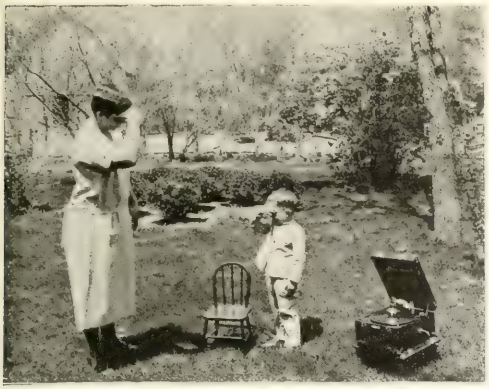
"For example," he continued, "a friend of mine brought in three advertisements and spread them out on my desk. 'Look here!' he said. 'I sent out a dozen different dummies of planned advertisements to five thousand representative people. Here are the three selected as best by them. At last I have taken the bunk out of advertising, and have achieved the certainty of perfection.'"

"I looked at the winning advertisements in amazement, for none of them, in my opinion, was worth the trouble of showing to five consumers, to say nothing of five thousand."

"'There is only one hole in your proposition,' I said. 'How do you know any of the advertisements were any good to start with?'

"His expression changed. 'I hadn't thought of that,' he admitted. And then his face brightened. 'Well, anyway,' he added, 'they did the trick, for they sold my client and satisfied his board of directors.'"

And that is the insidious danger of statistics: They satisfy. They satisfy the sales end of the business; they satisfy its board of directors; and worst of all, they tend to satisfy ourselves—too easily. At best, statistics are an excellent corrective tonic. But if they dope us, if they tempt us to resort to mechanical exposition instead of imaginative creation, they should be frankly recognized as being, in too many cases, a bootleg product.



Farm women want labor saving equipment so that they can have time to play with their children



A group of farm women studying the arrangement of a well conceived schedule of their housework

What the Farmer's Wife Wants to Buy

By M. Attie Souder

MY acquaintance with the rural woman started some ten years ago when I was forced to give up my life in the city and live on a farm. Mother and I operated her farm, of course, with the aid of hired help. My opinion of the farm woman is the result of seven years personal contact with her as a neighbor and of three years contact as a Home Management Specialist in Home Economics Extension Service of the University of Illinois, which has taken me from one end of the state to the other.

The farm woman is not, as many people picture her, a stupid, ignorant drudge; she is an alert, keen, up-to-date woman with a philosophy of life that is sane and well balanced. She is an eternal inspiration. I wish you might visit our yearly state conference when these women come from all parts of the state. They spend the three days in presentation of work that has been accomplished in their own country, in planning for further activities and in listening to state and outside speakers.

M. Attie Souder,
Home Management Specialist,
Home Economics Extension Service
University of Illinois
Urbana, Ill.

FEW people think of the farm woman as a business woman. She not only increases the efficiency of the workers of the farm by good food, comfortable shelter, and happy surroundings, but also, as an active partner with her husband, helps to plan and operate the farm business. Many farmers' wives are the farm accountants and secretaries: keeping records, registering the pure bred stock, and carrying on the farm business correspondence. The majority of the homemakers on small grain and stock farms in the Middle West meet the family grocery bill, and often clothing bill, with the egg, poultry and milk receipts. Household account books of farm families show contributions to the income from foodstuffs—such as milk, eggs, vegetables, fruit, butter, etc., eaten by the family—of a sum that often equals the grocery bill and frequently is two or three times it. Rare is the country woman who in time of emergency has not given temporary shelter and warmth to some baby pig, helped to raise a motherless lamb, or worked with her husband to save a valuable horse or cow. Almost unheard of is the woman who at such rush times as harvest and threshing has not helped with the "chores," or when short a "hand" at haying time when the rain was threatening, has not driven the horse on the hay fork. She knows when the mortgage comes due, the interest paying dates; and with her husband bends every effort to meet them.

That the farm woman is an active producer has doubtless influenced her point of view as a consumer. She is a thoughtful, discriminating buyer. She seldom loads her house with dust-catching, labor-making bric-a-brac. She is too busy a woman to care for it. She is not so susceptible as her city sister is likely to be to the glib sales talk of the high-power salesman. She often is skeptical of his sincerity and knowledge, for she has had costly experience. Some merchandise was never intended for use; it was made to sell—and a fair percentage of it has got to the farm woman. But this has not been her greatest trouble. Too many manufacturers have not recognized that the merchandise requirements of the farm home and the city home are different. This does not mean that the standard of living in one case is inferior, but rather that the needs of the two are not identical. The farm woman, today, is in the market for labor-saving equipment. But when she goes to buy an electric refrigerator, she has difficulty in finding one with doors large enough

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Automotive Manufacturers Must Face the Future

By Allard Smith

Vice-President, The Union Trust Company, Cleveland



ONE of the outstanding characteristics of the present day business, is the prevailing tendency toward change—frequent, sudden and continual change. For example, witness the kaleidoscopic changes throughout the entire radio industry—changes affecting both the product and the market. A similar experience is found in the electric refrigerator industry, which is rapidly revolving toward possibilities of the greatest prospect. The rubber tire industry and the automobile industry have left their pathways strewn with obsolescence in all forms.

This fluid state, I observe, is not limited to the manufacturing process alone. It extends throughout the entire industrial organization and reaches far into the marketing process. As a result competition is taking on many new phases.

Yesterday the piano, for example, was practically the sole musical instrument of the home. Then competition arose in the shape of the phonograph, which multiplied music and popularized it, and it became a competitor of an instrument without competition for generations. Later the radio entered into competition with the phonograph, and I presume that we have not yet reached the limit in this one phase of endeavor.

Today oil competes with coal, and gas competes with oil. It is a day of competition of men, of minds and of markets. Artificial materials have stepped out of their historic place, or out of the inventor's alchemy, and have entered into competition with such age-old substances as wood and brick and steel.

Yesterday the automobile market was limited in its scope by the available prospective purchases of new automobiles. Then a new market was discovered, and today automobiles are rented out by the hour, by the day or by the week, and I am told that in one city automobile, trucks and buses can be hired on this "drive-it-yourself" plan.

THE automobile has held the stage for a comparatively long period of years as the primary competitor for the American dollar. It is to be presumed, however, that just as the piano and the victrola ultimately met with unsuspected competition, so will the automobile sooner or later find itself faced with formidable competion, and it is for this ultimate, as well as for the present, that the manufacturer is endeavoring mightily to reduce all costs—both manufacturing and marketing—and thus to forearm himself against what is presumably the inevitable. Such cost reduction involves not only economies, but investments which will increase the market and reduce his overhead and production costs per car.

As yet the automobile has little competition as a material thing, but it has intense competition from the marketing standpoint, for it is there that the inventive genius of American salesmanship has yet to show itself in full force, and it is in marketing that many major costs can still be reduced.

The vortex of change characteristic of the present is particularly apparent in the automobile parts and accessory businesses. Today the prominent automotive manufacturer, because of changes through invention, through style and through marketing, has to be strongly on the alert lest he be eliminated.

To the observer it seems that the parts and accessory manufacturer is, as a whole, peculiarly susceptible to the influences of change. And why is this? It would be easy to say that his susceptibility to these influences of a rapidly changing industry is inevitable, but is this the true or the complete answer? As an observer of business and industry I sometimes wonder if too many manufacturers, those in this particular line, are not prone to make a very common error. It is this:

They work for years building up a product which will be technically perfect. Mentally they become technicians. Their product is their mind and their mind is their product. They sell their product on its mechanical merits as an example of a perfect mechanism. In their thoughts the ultimate consumer and his viewpoints, preferences, foibles and whims, are little, if ever, considered.

Now contrast this attitude with that of the motor car manufacturer. He probably knows his mechanics, almost, if not quite as well as the accessories man, yet he watches his public and builds a car *which accommodates itself to the public taste.* Of course, it is true that he adopts ways

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Portions of an address delivered before the Motor and Accessories Manufacturers' Convention, Cleveland.

Financing Sales Outlets

How Manufacturers Make Advances to Controlled Companies to Insure Distribution Stability

By W. K. Weaver

SAID the president of a Wall Street bank, early in September: "You know it used to be the rule for the wholesaler to finance the factory by taking over the goods in quantity lots. The wholesaler paid cash, but in turn he had to carry the retailer. The old-type wholesaler was the borrower. All that is upset with the new distribution, where the manufacturer goes to the retailer more directly. Almost every manufacturing corporation I know anything about does more or less financing of its sales outlet."

Such financing takes, usually, the form of loans to enable the sales outlet to set itself up as a going concern. The situation is not unlike that made by the big brewers in the days of the corner saloon. They made a practice of picking good bar-tenders of the genial sort and offering them a chance to go into business for themselves. The brewer advanced capital for fixtures, guaranteed the rent and supplied the stock in trade, with, always, some arrangement that no beer should be sold except his own.

Identical methods are followed, now that other beverages are more popular, by their makers. Nor are they alone. Other manufacturers who seek wide distribution find the same tactics necessary.

Automobile makers for fifteen years proceeded on the assumption that all they had to do was to make cars. Cars would, somehow, sell themselves. They did not. The competition came to be a contest in marketing, and those makers survived who could sell enough cars to give them quantity production. It is probable that every automobile company today carries on its balance sheet unnumbered "advances" to distributive agencies. The president of a leading company made this remark within six months:

"One of the touchiest jobs we face is to keep our executives from becoming silent partners with our sales agencies. They know the company will back any promising agency. They size up all the youngsters in the selling end of the business, waiting to grab off the good ones and set them up in some city where our car is slipping."

DESPITE the perplexities of these silent partnerships, that automobile company, in the words of its chief executive, believes that "control of sales agencies" is one sure means to a steady marketing of passenger cars. To his mind a lasting good-will is engendered by opening the way for men of selling genius to own their own agencies.

"When we find a fellow rich in brains but poor in purse, the best use we can make of our surplus is to invest it in him. Consignment selling we will not do; credit accounts are against our policy; but that policy does not prohibit our advancing the cash for the agency to pay our sight draft. The Pennsylvania Railroad has taught us what it means to plow earnings back into the property. With them that means rails and freight cars. The automobile maker has no need for more real estate. Our great need, for prosperity in the long future, is loyal sales agencies. Building for the future looks to me pretty much of a job of going out to create that loyalty. One way is to supply them the thing they most need. That thing is cash to operate on.

"The best cooperation we get from any agencies is from those we have made. They are inclined to listen to our district managers. They take our cars without question. That's one thing, but it's just as important to cooperate with us in disposing of them."

Another mode of development came from an executive of one of the rubber factories. Its method of distribution is through jobbers. Repeatedly the tire maker has come to a jobber whose account was long overdue, yielding not to the best efforts of the collection department. When pushed for settlement, by suit, bankruptcy only too often resulted. The loss of an open account was bad enough, but the loss of a jobbing outlet was worse.

Out of these experiences has developed another method. "We throw the frozen assets into our 'deferred assets' accounts," states the treasurer, "and then bolster the



© Brown Bros.

AMONG other manufacturers, makers of motor cars have adopted from the old breweries a system by which they can control their sales agencies. By backing outlets they undergo some perplexities, but they also stabilize their distribution

jobber up so he can handle his business."

In effect, this amounts to taking over a going jobber. The result is, inevitably, that he is led to specialize in the products of the manufacturer whose aid has brought life.

Not to be outdone by the rubber companies, the refineries are fast creating the sort of distributors that satisfy them. Any observer, on a Sunday outing, may prove this for himself. The oil companies are erecting filling stations of the most approved type: deep frontages, lawns and flower beds, ample pump capacities, attractive buildings and comfort stations. Painted, too—not in garish reds and yellows, but in pleasing whites and cream colors. Nor does the sign-board blazon forth "The X Oil Company," as one might expect. Instead, with lettering that is agreeably quiet, the traveler reads: "Smith's Filling Station."

The capital behind the station is that of the refinery. Mr. Smith, however, is thereby launched in an independent business, paying an agreed sum for the lease, with full right to deal in sideline merchandise save only in refinery products. For these he is bound to a single source. In three years, these newer filling stations have swept the country. As their number increases, they will by sheer contrast drive out of business their competitor of begrimed appearance, chiefly because of their appeal to women.

"Why do we do it?" The oil company's manager repeated my question. "We could not get satisfactory distribution otherwise. The garages and groceries were the first salesmen of gasoline; but they're no longer the important ones. They feel there's more money in their regular business. At the same time the motorist looks to the gas station for a dozen things beyond five gallons of gas. It's like the auto itself. The time's forgotten when a man wore overalls every time he took the car out (or had them under the seat). Ladies in fine dresses do the driving, and they demand things in keeping with closed cars.

"Yet the little roosters that ran the gasoline pumps couldn't see it. We did. The refining companies have elevated the whole filling-station business in three years. To me, the investment looks just the same as our ownership of tankers for overseas shipment: It's a means to an end. That end, of course, is to sell our products."

Many years ago, a drygoods jobber of Cleveland was passing a department store with me. He remarked of it:

"They're a Jones store. We never get a look-in for their business."

He hinted at a favorite method of wholesalers; namely, that of holding a financial interest of one sort or another in important retail establishments. More than the cementing of buying ties was the intangible gain to the retailer of "inside buying." Retailers, thus favored, were regularly tipped off to impending market changes; supplied with full stocks when shortages developed in popular lines; and helped to unload unmerchantable goods by returning them to the jobber quickly enough for him to "stick the manufacturer."

With changed distribution methods, traces of this tendency have

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THE Twenty-First Annual Meeting of the Associated Business Papers, Inc., was held on November 9-10 at the Hotel Astor, New York, in conjunction with the Conference of Business Paper Editors. There were several joint sessions, together with the various departmentals, culminating in the annual banquet, pictured above. The list of speakers included many prominent names, both in the business paper and the general business and industrial fields. Details of elections and speakers will be found on page 81

Apple-Sauce!

By Neal Alan

NATIONAL Apple Week has just thundered to a close; and to me the whole thing was just about as impressive as a slow valve-leak in a balloon tire.

There must have been some idea behind it; for "weeks" don't just happen. But I don't intend to find Apple Headquarters, wherever they are, to ferret it out. Unofficially I will accuse a couple of the Apple Heads—or it may have been two other fellows—of getting together and deciding that something must be done to make people eat more apples. Maybe they said "to make America apple conscious." But why quibble over details? From some such cause there was a result: *National*, more or less, *Apple Week*.

And what a week of wild excitement it was! At least I'm sure the reports rendered to the apple growers will prove it was—yet oddly enough I didn't even know it was on until come Thursday. Then, in that all-knowing family journal, *Variety*, I saw that the Keith Vaudeville Houses had tied-up to the National Apple Week publicity and were sort of raffling off boxes of apples to the customers holding the lucky numbers. *Variety* rather sniffily proclaimed it a relic of the old "Country Store Nights" of burlesque fame, and intimated that the idea was to get more people into the theater rather than more apples into the people.

Next, in the LeRoy *Gazette-News*, published every week in LeRoy, N. Y., I saw that the farmers were cooperating with National Apple Week by sending a carload of apples to the New York poor. And in one of the city papers I saw that a carload of Western apples had arrived.

That was all I learned of National Apple Week while it was in motion. And, being an advertising man, I read more newspapers than that strange creature so often called the Average Consumer.

But it was on Sunday that the big blow-off came. Well up in the front of my two-and-a-quarter pounds of Sunday *Times* I found this single column head:—Rain of Apples Greets Crowds on Broadway." The story told of thirty floats that paraded up Broadway while Miss Apple tossed out free fruit to the multitude. In the parade were six bands and, of all quaint things, "the Boy Band from the Keith Circuit." A dandy time was evidently had; the parade was reviewed by the Chairman of the Parade Committee (You just knew there was one!); and the article ends by saying that 3,000,000 apples were given away during the week.

Then, over in the market section, "Hallowe'en and the opening of National Apple Week caused wholesale and retail dealers to stock up with practically all seasonal varieties." Yet somehow it seems to me that dealers almost always stocked all seasonal varieties and, though I don't wish to be mean about it, it might be pointed out that the crop this season is reported to be one-fourth larger than the average.

"Quite pleasant publicity," the apple growers may chortle. But it really wasn't so hot. For the *Times* stabs them in the back a little farther along with a two-column lead "Acrid Quince Now is Being Changed Into Delicate Jam," and the story was a darb, crammed full of appetite appeal and much intimate quince gossip. Without any week, without any parade, the quince grabs some nine inches of *Times* space. Apples—week, parade and all—get but four and one-half inches; a bare inch more than was given to that dandy little squib on "Hawaiians Quit The Feather Art," and it wasn't feather week either; or was it?

WHAT else happened I don't know, I can merely record what I see. And, as weeks are supposed to affect the mass mind, weeks that don't do their own talking are as mis-fire as headlines that have to be explained.

The facts are that today, when the shouting and the tumult have died away and the last bewildered Broadwayite has dodged the fruit shied at him by fair Miss Apple, I am just as dumb on the subject as ever.

I remain, as I was before, just a good welter-weight apple eater, I can take my apples or leave them alone, I still feel no moral urge to eat apples. I have not been convinced that apples will make me a better man.

Yeast, I well know, is practically the elixir of life in cake form. Each wrinkled prune is a nugget of golden health. Postum will help me avoid cracking at 30. Orange juice and ketchup are just crawling with vitamins. Every time I eat grape-fruit my insurance underwriters sigh with relief. Even sauerkraut is sold on a long-life-or-money-back basis.

WHEN I eat those things—and many others where the health angle has been stressed—I am pleasantly aware that I have done myself a good turn. But eating apples is still on a sporting basis. There is, of course, the old wheeze about "An apple a day"; but, for all I know, they may have heaved them at the doctor.

I want to know whether apples are full of vitamins or verdigris? Whether the white rat (A) thrived upon apples—and why? I want to be assured that apples relieve acid stomach and then rush on to the task of correcting faulty elimination. And certainly there are many logical reasons why children should be raised on practically nothing else but. In other words, I'd like some one to convince me that apples are grown for some reason other than that they are red and the farmers have nothing else to do.

And once that health appeal was lined up, how the lucky copywriter could sock down on the appetite stuff! Crisp, crunchy, frost-cool apples! Applesauce that's like sunrise in an orchard! Smooth, brown, spice-laden apple butter! Apple-strudel—apple schnitzel—and little, open-faced, apple pies, criss-crossed with a crusty lattice and cream poured in 'em! (Oh, but they know their apples, those Pennsylvania Dutch!) Plump baked apples in their own sugary juice!

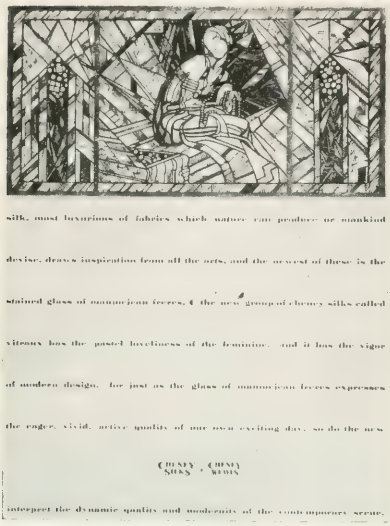
There's the slam-bang campaign of all time hidden in apples. So the Apple Heads stage Apple Week. Which will, it is to be feared, simply make the growers settle back and say, "Advertising won't help our business—we've tried it!" And you'll never be able to convince them they haven't.

As Jimmie Said to Oscar—

JAMES McNEILL WHISTLER and Oscar Wilde were both present when someone got off an unusually good epigram.

"I wish I had said that," remarked Wilde.

"Never mind, Oscar," replied Whistler, "you will."



silks, most luxurious of fabrics which nature can produce or mankind devise, draws inspiration from all the arts, and the newest of these is the stained glass of contemporary fancy. ¶ the new group of cheney silks called vitreux has the pastel loveliness of the feminine—and it has the vigor of modern design. for just as the glass of contemporary fancy expresses the eager, vivid, active quality of our most exciting day, so do the new

CHENEY SILKS · CHENEY VELVETS

interpret the dynamic quality and modernity of the contemporary scene.

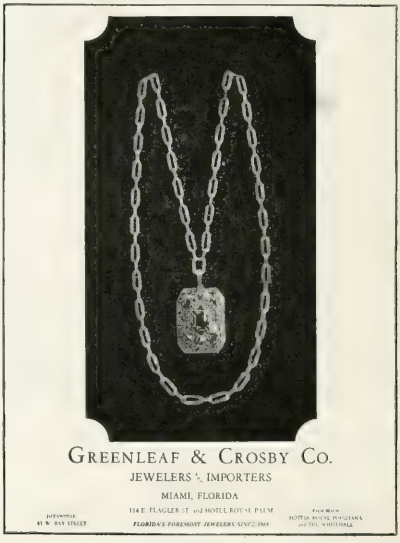
Cheney Brothers set the style in silks—



as well as in advertisements.



The so-called Black, Starr & Frost technique



is popular with jewelers.



Halitosis has a little brother.



Its name is Comedones



or maybe Bromidrosis.

A Retailer Speaks Up

By Frank H. Cole

Advertising Manager, Peter Henderson & Co. (Seeds) and Proprietor, Cole & Co., Asbury Park, N. J.

OVER-SELLING the merchant by the manufacturer and being over-sold by the merchant are the two faults that bring more retailers to the wall than anything else. If you want to help the small retailer, do so in the buying end.

* * *

It is very nice to have the high-powered expert salesman send a bill of $2,000 when the merchant should have bought only $500 and it seems good to you, but is it? I have had salesmen and houses urge me to buy more than I was ordering, but I do not remember that any house or any salesman ever said to me, "You can get more of these as you need them; don't buy so much."

* * *

We handle books in our store, the popular reprints that are such big sellers. After they have been on the counter for a while, the covers get a little torn, the dust gets on them, and they are not fresh looking. A new cover would freshen them up and enable us to get seventy-five cents for what many of us instead put on another table and sell at forty or fifty cents as shop worn. The publishers furnish us with new covers at one half a cent apiece—about what they cost with the handling—but while they will do so if we request, I have never had one of their salesmen come in and suggest it. From our angle he oughtn't to suggest it; he ought to insist upon it.

* * *

Don't advertise goods until you can supply them to your dealers. Don't create a demand until your retailers can take care of that demand.

* * *

I believe that one-half of your credit troubles can be traced to the habit of your salesmen in over-selling the merchant, and another quarter is his own fault in the lack of proper knowledge of how to do business. I have often wondered why some of the national organizations did not give some attention to educating the little men on the subject of finance.

* * *

Most of you will agree with the policy for the retailer that the customer is always right, but how many wholesalers or manufacturers have signs in their offices which read "The dealer is always right." He is

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The Modern Trend in Business Management

By Fred W. Shibley

Vice-President, Bankers Trust Company, New York

TODAY we observe American industry at a high level of prosperity, held there because it is in better balance than ever before in its history. Inventories are not excessive. Earnest and intelligent effort is being made all along the line to relate production to consumer demand, to lower operating costs and at the same time to maintain wages, to forecast sales, not alone on the basis of past performance, but on the firm foundation of sales research, to study markets and distributing conditions and to build the operating structure on the forecast thus arrived at, subject to modification and correction at short notice.

Manufacturers and merchants have learned that, influenced by the necessity of the times, a new scientific system called budgetary control, has been evolved from and grafted to the business budget and is proving most effective as an aid to industrial management.

Whatever is fundamentally right, succeeds. Budgetary control is being installed in many business enterprises. A few years ago it was practically unknown to more than a progressive few. Its results are excellent. It makes for conservatism. It should effect an elimination of excessively high and low peaks in industry. It breeds confidence in the banker and the investor. It will influence most decidedly the trend of business over the next few years.

Perhaps one of the most interesting trends of the times is the transition from the manufacturing point of view to the merchandising point of view. The talk now is not so much of the flow of materials through the shops, as of their flow through the markets.

Portions of an address delivered before the Annual Meeting of the Associated Business Papers, Inc., New York.



A determined movement is on foot to destroy the beaver dams which middlemen have constructed across the stream of commodity distribution and the toll houses they have erected at the portages around these obstructions.

IN many industries the stream of commodity distribution is not flowing freely. There is too great a spread between manufacturing cost of production and retail sales price. This is waste in distribution. The trend in modern business management is to eliminate this waste. Consumer capacity to purchase is almost unlimited in this fortunate country. Consumers object, however, to being held up. They will not pay fancy prices for cheap commodities if they can help it. Hence we have price resistance and an under consumptive demand as compared with productive capacity. Let the price be right and consumers will buy and much of this over productive capacity will be absorbed.

American homes will still stand a lot of filling. There are over twenty billion dollars in savings in the banks of this country and it is stated that there are fifteen million people in the United States who are investors in securities.

The problems of distribution are mighty difficult to solve. The most of us are green but eager students. We have come to the fifth proposition in the geometry of distribution and it is indeed a "pons asinorum."

There is the style factor, the hand-to-mouth buying factor, the eternal feminine factor, the perishable goods factor and many other perplexing factors.

When the problems of distribution are solved we shall find other problems in industry fully as difficult confronting us. For this is business.

The trend of modern management is beyond all doubt toward a higher intelligence in business. In consequence, business is on the way to becoming an exact science. It may not be as interesting then as it now is, but business management will be more interesting. There is nothing finer in creation than a mind which has the capacity to break down a thought to its atomic parts and then analyze and arrange the atoms. Moreover, there is nothing more pleasant than doing such work.

There is manifest a decided trend toward quality in manufactured products as a result of the upward trend in manufacturing intelligence. The American consumer is not now so easily attracted by skillfully fabricated and artfully finished shoddy at low prices as he was. He is coming to appreciate the fact that good merchandise is the cheapest in the end.

Employer and employee are drawing closer together. The manufacturer is thinking in terms of the health and comfort of his working men. He is building for them, or assisting them to purchase, better homes. He is teaching them to save and in some cases giving them a bonus for saving. He has con-

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THE · EDITORIAL · PAGE

A Retailer's "Invisible" Costs

SOME of the secrets as to why such a prodigious number of retailers fail often are discovered by the shrewd observation of some retailer himself, rather than an expert.

An Omaha grocer, some time ago, put his finger on one such spot when he mentioned what he called "invisible" costs. He said his visible cost of doing business was 19¼ per cent, but that there was an additional 2 per cent of invisibles, and prominent among these invisible factors was "shelf warmers." The others were over-weight, forgotten charges, goods taken by employees and customers, pilfered cash, and many other petty details.

The retailer, by this token, is opening his eyes to facts to which he has long been peculiarly blind; and not the least of these have been the "shelf warmers." This is merely the vernacular for turn-over—a phrase which has long been too academic for the average grocer to understand. It is but a step farther from being "on" to the shelf warmers to being thoroughly appreciative of the part advertising plays in driving out shelf warmers.

An able business analyst recently made the statement that the next great advance for advertising must come in changing the point of view of the 80 or 90 per cent of retailers who are still rather backward in their conception and use of advertising, for themselves; and also cooperation with the national advertising for their benefit.

Outworn Names

In the day's news is an item:

Procter & Gamble, Ohio soap manufacturers, were denied relief from the decision of the lower Federal courts, holding that the company must revise its advertising methods. The action was a victory for the Federal Trade Commission, which had ordered the company to cease using the word "naphtha" in connection with soap and soap products in which kerosene was used, and which at the time of sale contain less than one per cent of naphtha. The court also denied the Government a cross appeal to bring up for review that part of the decision of the lower courts which required the trade commission to specify the amount of naphtha which the company would be required to place in their products at the time of manufacture to continue the use of the designation "naphtha."

IT seems to us that the significance of this item is not in the "victory" for the Federal Trade Commission, but in the fact that it represents the passing of one more outworn trade name.

When American business first became "selling minded," it started to name everything, right and left. Some of the names were descriptive—literally. Others were fanciful or suggestive. As the price of raw materials advanced so that certain ingredients were too costly, or as the public became more literal minded in its attitude toward the suggestive or fanciful, many of the old descriptive names ceased to represent the products acceptably to the public.

We do not know under which classification—if either—"naphtha" soap falls, but it would appear to be on the way to join that group of worn-out names which serve to remind us of the progress of business and the increasing sophistication of the public.

The Ordeal of the Phonograph

JUST how powerful a solar-plexus blow the phonograph industry received at the hands of the new protagonist, radio, is now revealed in the 1925 census figures just out. A decrease of slightly over 60 per cent in manufacture of phonographs is recorded for 1925 as contrasted with 1923. The phonograph business had risen to an annual volume of $57,000,000 in 1923, and in 1925 fell to the incredibly low level of only $22,000,000.

It is to be noted, however, that the decline in the number of phonographs sold was much greater than the decline in number of records; the latter being only 16 per cent. There was, moreover, a loss of 47 concerns manufacturing phonographs, or a drop of 38 per cent.

It is not at all unlikely that the phonograph industry will "come back" with the transformation that has already taken place, and will share the great increase of interest in all forms of music which has been stimulated by radio. Radio has thus tended to repair the very damage it created, a situation which is not unfamiliar in industry. The automobile has destroyed some values but immensely aided others. The textile interests are hoping that rayon will not prove to be merely a wrecker of cotton.

Pro or Con?

ON the Editorial Page of our November 3 issue there appeared an item under the head "Is This a Solution?" which quoted a letter by C. M. Lemperly, director of sales development of The Sherwin-Williams Company, Cleveland. This communication, addressed to the company's advertising agents, deals with the perennial problem of interviewing publication representatives. We made no comment, pro or con, on the attitude Mr. Lemperly has felt it necessary to take, but we have brought the subject before the attention of our readers and opened our columns for frank discussion of the subject.

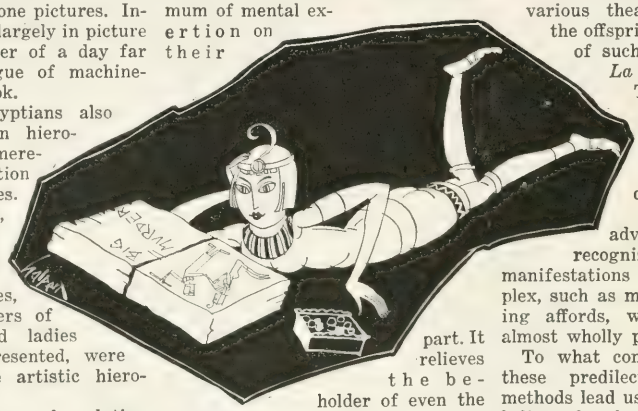
And we have received frank discussion! In fact, we have received so much discussion during the past week that our Open Forum page has proved inadequate to handle the matter. As a result, we plan to devote at least two pages in our forthcoming issue solely to the letters received upon this particular subject. It has always been our belief that the only remedy for a grievance, real or fancied, is a thorough airing of the opinions of those involved. From time to time our columns have carried some fine and stimulating controversies, and we hope that the present one will surpass them all. In the meanwhile we still have a little space open, and any further contributions will be heartily welcomed.

Brush and Palette versus the Dictionary

By Norman Krichbaum

STUDENTS of the Paleolithic Age—if such there be masquerading in the guise of advertising men—will recall that curious primitive custom known as paleolithic writing, or stone pictures. Inscriptions on stone, largely in picture form, were the order of a day far antedating the vogue of machine-finish or coated book.

The ancient Egyptians also wrote on stone, in hieroglyphics, which is merely another designation for word-pictures. The object, the idea, or the story was actually sketched in picture form. Medieval tapestries, in which the careers of noble knights and ladies were pictorially presented, were merely much more artistic hieroglyphics.



The gradual process of evolution by which these modes of writing in picture form eventually gave way to arbitrary signs or characters which we now call alphabets is a linguistic study with which I have no intention of boring even the indulgent reader.

The suggestion I mean to breathe, ever so faintly, is that there may be the merest trace of interest in speculating on this point. Whether or not people nowadays, in their apparent preference for pictures as compared with English syntax, are not mentally tending to revert somewhat to that same paleolithic age.

I am willing to concede that this point of departure, for an advertising discussion, has all the ear-marks of being both preposterous and laughable. So much so that I am not going to make even an attempt to prove such a theory. I am merely going to examine it.

What facts are there, in current human reactions to pictures as against printed matter, that are significant—particularly to advertising men?

First, the weighty public endorsement, without recourse to or notice of non-stop star divorce records, which has been placed on moving pictures as a form of entertainment. The photoplay gets across to the masses with the absolute minimum of mental exertion on their part. It relieves the beholder of even the necessity of reading the story or hearing it told. You don't have to know so much as your A B C's in order to grasp pretty thoroughly a sample cinema of the average degree of sophistication. Emotions are not graphically but pictorially presented. The so-called thinking public, along with the morons and babes-in-arms, are fed their comedy and their tragedy painlessly and effortlessly. The picture not the play's the thing, as the near-perfect vacuum of most movie plots well attests.

TO the same end is directed the recent successful activity of the tabloid type of newspaper. People get the news in pictures, which relieves them of the arduous task of reading. Doubtless these publications, sooner or later, will have to leave off talking of their readers and speak of their spectators. Wherein lies the ready acceptance given to these more spectacular papers? We have the astute Mr. Mencken's word for it, in his lately published bull to the effect that whereas people have finally tired of believing whatever they read, they still believe what they *see*. A picture, he opines, carries conviction.

Akin to the tabloid newspaper is the "pictorial" type of magazine such as the hoary *Police Gazette*, various theatrical reviews, and the offspring on our own shores of such estimable sheets as *La Vie Parisienne, et al.* These magazines sell heavily for pictorial reasons and are much affected by certain "reader" classes.

In the bailiwick of advertising itself we recognize certain growing manifestations of the "optic" complex, such as most outdoor advertising affords, where the appeal is almost wholly pictorial.

To what conclusions, if any, do these predilections for pictorial methods lead us? Frankly, I do not believe they lead to any conclusions. Yet interesting and possibly useful deductions may be made from them.

The widespread preference for pictures is assuredly cutting into the reading habit. People are absorbing news, accepting messages, and receiving entertainment in a different and newly popular form. Novelty may not be the sole explanation for it. Perhaps there is a deeper and more psychological reason behind it. I suspect there is. I suspect that that reason, reduced to its lowest terms, is a species of human laziness — liking for the vehicles that bring news and amusement and knowledge and whatnot with the least annoyance to the all-too-supine human intelligence.

The substitution of pictures for reading, if it prevailed widely, would not only be an educational loss; it would even be a deterrent to literacy. Undoubtedly movies and tabloid publications now help to keep a vast percentage of our foreign-born foreign so far as their language is concerned.

The same things might operate, apparently, to help cut down the vocabulary of the average citizen and

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The Steam Railway Industry Has Prosperous Year

THERE has never been a time when prosperity in the railway industry was so well defined — high earnings, record traffic and an industrial situation which gives every indication of the continuation of prosperity.

In reaching this important market effectively the five departmental railway publications which comprise the *Railway Service Unit* can aid you materially. They select the railway men you want to reach—for every publication is devoted exclusively to the interests of one of the five branches of railway service.

Our Research Department will gladly cooperate with you in determining your railway market and the particular railway officers who specify and influence the purchases of your products.

Simmons-Boardman Publishing Company
"The House of Transportation"
30 Church Street New York, N. Y.
608 S. Dearborn St., Chicago 6007 Euclid Ave., Cleveland
Mandeville, La. Washington, D. C. San Francisco London

The Railway Service Unit

Railway Age, Railway Mechanical Engineer, Railway Electrical Engineer
Railway Engineering and Maintenance, Railway Signaling

A.B.C. A.B.P.

What We Have Learned in Selling Direct to the Consumer

By O. B. Westphal

Vice-President and General Sales Manager, Jewel Tea Company, Inc.

IN the past few years there has been much said and written regarding the economic value of direct distribution. The practice has been cussed and discussed, defended and condemned, and because of, as well as in spite of, all this propaganda "direct to consumer selling" is still on the increase.

The theory of direct distribution is founded on the old theory of plane geometry that "a straight line is the shortest distance between two points." Unquestionably that is sound geometry, but when we come to apply it to businesses and to the distribution of commodities, you will find any number who declare it is not sound, and who are ready to argue against its application.

My feeling is that these objections are based largely on failures and not on facts.

It is true that a number of men have tried direct distribution, and that a great many of them have failed. It is true that a large proportion of the attempts have been feeble and inefficient, but it is also true that a great many other men have tried, progressed, succeeded over a great number of years, and today show definite savings to the consumer and are prospering very comfortably.

Everyone does not succeed in the business of direct distribution (or any other), but that is no indication that the method itself is unsound.

My belief in the soundness of direct distribution lies in the fact that our plan of selling takes into account all the factors that interest the consumer: economy, convenience and guaranteed satisfaction; and when these factors are considered as paramount, direct distribution will not fail.

For a good many years economists, government departments, and others have been complaining about and picking flaws in the indirect method of distribution. They have been studying to find the best method by which commodities can be got into the hands of the consumers with less waste, less inefficiency, and at a lower cost. They have been advocating a more direct method of distribution because there is a general feeling throughout the country, certainly in the minds of the economists, that today there are too many fingers in the pie, too many intermediaries between the producer and the person who finally consumes the product.

While it is true that many people have tried direct distribution and some of them have failed, that fact is not a reflection on direct distribution or its economic soundness. Not all products are suited to direct distribution. Not every man can succeed, no matter how sound his business.

THE great advantage of direct distribution, as I see it, is unified control of all the elements of production and distribution. You have one controlling head of the purchase of the raw material, of the actual manufacturing, of the distribution. By distribution I mean shipping to points where it will be parcelled out to the consumer. Then there is concentration of sales effort, and the control of financial and operating policy that will meet the varying needs of the particular business. All these efforts can be studied and directed with the one thought of maximum efficiency. Operating methods can be standardized; waste and lost motion reduced; manufacturing costs controlled of raw and finished stock at a minimum; and efficient use made of transportation facilities. All these mean savings to be passed on to the consumer. The crying need of every distributing business today is less waste and greater actual efficiency in operations.

Unified control makes possible a sound business foundation. I make no rash predictions for the future of direct distribution, but I do know that house to house selling has become permanently established in our distribution system, and that it will progress more rapidly as greater consideration is given to the consumer's interest.

The Jewel Tea Company has proved to its thousands upon thousands of patrons the economic value of direct distribution and from that premise I base my conclusions that direct selling, properly regulated and controlled, is economically sound.

Jewel sells all its products direct to the housewife consumer through employees known as "service salesmen." Each service salesman has a permanently outlined set of routes or territory, and serves his regular customers on a schedule of calls made once every two weeks. Auto delivery cars are used, and the salesman on each call delivers and collects goods ordered on his previous call, and receives the customer's order for merchandise to be delivered two weeks later. The salesmen are paid on a salary and commission basis, and are under the supervision of branch managers located in distribution centers or branches. The salesmen turn in a record of their orders to the branch; get their goods from the branch store; and report their transactions and turn in cash collected to the branch office. A separate account is kept with each customer in what is known as a "route book," postings being made by the salesman in the customer's home. A duplicate record, posted by the salesman, is also kept in the customer's possession. The salesman's accounts are regularly checked and audited in the branch office.

JEWEL salesmen sell two distinct classes of merchandise, known in the business as products and premiums. Our products consist of coffee (on which we get the major part of our volume), tea, extracts, spices, a select line of food products, soaps and laundry products, and a few

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Portions of an address delivered before the Association of National Advertisers Convention, Atlantic City, N. J.

In the ten weeks preceding publication

53 Advertisers {National and Local}

bought 203 pages

Here are some of the advertisers! Listerine, Fleischmann Yeast, Cellucotton Products, Ivory Soap, Colgate, Pepsodent, Camel Cigarettes, Chesterfield Cigarettes, Atwater Kent Radio, Sonora Phonograph, Hickok Belts, Rem, Sealpax, Cutex, General Baking Co., Armour & Co. (Soap), Ovaltine, Converse Rubber Co., Pond's Creams.

The general public

bought more than 1,450,000 copies

{average net paid circulation per issue for the first four issues}

The New York Sunday News

Rotogravure

Largest Sunday Circulation in America *in excess of 1,450,000 copies net paid*
70% local—30% national

Lowest roto milline rate: *One insertion $2.50 per line; milline $1.77*
5M lines or 13 times $2.40; milline $1.65

Highest reader interest *in a small paper.* Highest attention value *because of the small page.*

FOR coverage economy and increased advertising efficiency, News rotogravure should be on every national schedule. Buy on a rising market.

THE NEWS

New York's Picture Newspaper

Tribune Tower, Chicago 25 PARK PLACE, NEW YORK

On Buying Space

An Ex-Space Salesman Airs His Views

By E. D. W.

LONG centuries ago, when astronomers and mathematicians first discovered that the solar cycle was approximate closely to fifty-two periods of seven days each, they quite unconsciously established a habit of thought which, all these centuries later, rigidly rules advertising practice.

Fifty-two, it so happens, is divisible by thirteen.

That accidental fact has made Thirteen an uncrowned deity, a *deus ex machina*, a Mystic Figure to which Advertising kow-tows.

Inspect virtually any advertising program, and somewhere within it you will find thirteen a compelling influence, either in its own form or through its right bower, twenty-six, or its left bower, fifty-two. Somewhere the 13-cycle is in force.

Now, so far as I know, no one has yet proved—or even contended—that there is anything about the human mind which justifies this despotism of the ubiquitous 13.

No one has yet demonstrated that thirteen impressions on a human mind in a year are disproportioately more effective than eleven or fifteen. No one has proved a peculiar harmony between the 26-time, every-other-week schedule and the absorption-capacity of human intellects. No one has demonstrated that once-a-week regularity of appearance has a more potent effect than forty-six or fifty-nine appearances in the same twelve-month period. In spite of lack of data and evidence, nevertheless, advertising programs are everywhere set up in cycles of thirteen, or its multiples. The fact that calendars are printed by weeks and arbitrarily divide the year's 364-plus days into fifty-two divisions, the additional fact that periodicals have, more or less of necessity, fitted themselves into the week-pattern, and the third fact that rate-cards have also ended to penalize advertisers who might be tempted to depart from the narrow thirteen-path are the reasons for this dominance of thirteen. No inborn, exclusive value, peculiar to thirteen and its multiples, has brought it about.



Courtesy Julius Tishman & Sons, Inc.

The monthly magazine, obviously, is free from its influence. (Had the original astronomers themselves been slightly more free from convention, we would, however, have had thirteen months, so it is only by chance that thirteen does not rule monthly publications also.)

As mentioned above, weekly publications, by the adoption of particular rates for thirteen, twenty-six and fifty-two insertions, respectively, have mechanically elevated thirteen into controlling prominence. Study the records of flat-rate weeklies, however, and you will find that special rates are not the whole explanation. In the majority of all cases thirteen and twenty-six insertions still remain the units in which predetermined programs are bought.

Seventeen—an equally logical sequence because of its every-third-week basis—is virtually ignored. Nine (i. e. every sixth week) is rarely represented. It is as though exhaustive research had indisputably proved that unless messages are fed readers of weekly magazines once-a-week, once-a-fortnight or once-very-fourth-week there is some deleterious reaction on the commodity or service advertised.

If you told a space-buyer that he was a sun-worshipper and that the Sun-God ruled his working plans, he would probably either deny it vigorously or look at you with the sympathy he would give the inmate of an asylum for the feeble-minded—and yet the truth of your assertion would still remain incontrovertible. Thirteen and its multiples are simply the Sun in action.

* * *

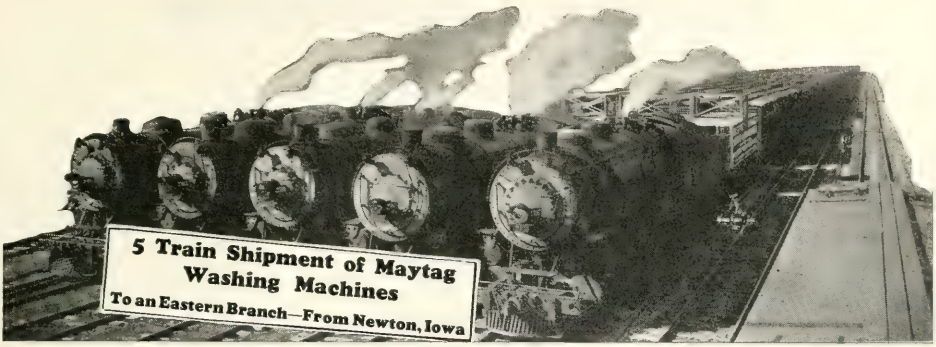
SOMEWHAT similar to this "Thirteen Control" of advertising plans is the rule of Uniformity of Space Size. The great majority of all space contracts either call for one unvarying size of space or alternate unvaryingly between two predetermined sizes. Elasticity in this regard is rarely provided for.

I recall reading somewhere of an advertiser who had spent the first years of his business life in the engineering profession. When he entered manufacturing and embarked on advertising, he still continued to think in engineering terms. As a result, whenever he planned an advertising program he first provided for a definite investment on the basis of the results needed to be achieved. Then he deliberately provided for the expenditure of an additional sum which represented the margin of safety that he had always calculated in all his engineering specifications.

Few advertisers practise a parallel precaution.

On virtually all the appropriation cost-sheets which I have studied, the item "Margin" has signified little more than a tag-end, unallotted between a predetermined amount stated in round figures and the sum of the various space-schedules, production budgets, and printing estimates.

[CONTINUED ON PAGE 64]



Iowa Has Industries Too!

Iowa is nationally known as the richest agricultural state. Allied with its agriculture is a rapidly expanding manufacturing industry.

In Newton, a city of 11,000 just east of Des Moines, is the largest washing machine manufacturing company in the world, The Maytag Company, with a daily output of 1250 machines. In one day, recently, The Maytag Company shipped FIVE TRAIN LOADS of washing machines to its eastern branch.

Newton's population is 11,000. The Des Moines Register and Tribune reaches nearly every home, selling 1838 copies evening, 601 copies morning (2439 copies daily) and 1731 copies Sunday in Newton. During the last twelve months the people of Newton paid $22,067.25 for subscriptions to The Register and Tribune. This is typical of The Register and Tribune's popularity in Iowa. Over 185,000 daily, over 155,000 Sunday circulation—99% in Iowa. Daily circulation exceeds the combined circulations of the 19 other daily newspapers published in the center two-thirds of Iowa.

That's COVERAGE!

The Des Moines Register and Tribune

"The Backbone of a Successful Advertising Campaign in Iowa"

Inflated Circulations

By John H. Fahey

John H. Fahey & Company, Boston, Mass.

THERE is nothing more important to the advertiser and to the consumer, because it bears in such a vital way on the delivered cost of goods, than the character of the circulation methods employed by newspapers and magazines. For this reason present circulation tendencies are worthy of critical study by those who pay every year the millions of dollars for advertising which support and develop our publications.

The good tendencies in newspaper circulation methods—and, in my opinion, there is a steady increase in the employment of such methods—are represented by the persistent efforts of publishers who are exerting themselves to give their readers constantly increasing values in the product they place before them daily.

They are the publishers who recognize that the only kind of circulation which represents honest value is that which goes to self-respecting readers of intelligence, who have resources with which to buy, and who live in the market area where the advertised merchandise is offered for sale.

The newspapers which pursue the policy of slow but sure natural development, which refuse to go outside of their own fields in order to secure mere numbers of circulation, which will not resort to unworthy appeals or take advantage of the weaknesses of human nature, these are the newspapers which represent the best tendencies of the day in circulation methods.

The gains they are making in circulation, from year to year, are the only gains worth having.

We must recognize, frankly, however, that publishers following these standards of excellence, are menaced constantly in their efforts by competitive circulation schemes, which call for unreserved censure and which in many respects closely approach fraud.

Because of all the emphasis which is placed upon mere figures, and the increased rates which publishers find they can obtain at the higher circulation levels, there has been an alarming increase in unsound circulation methods in recent years in various parts of the country.

So long as the publisher can spend, let us say $50,000, in manufacturing "decoy" circulation and in a single year get back $100,000, through increased advertising rates, advertisers are holding out a temptation to him.

In my opinion, advertisers, and in turn the consumers of the United States, are today paying for millions of dollars in waste represented by advertising rates based upon inflated circulation.

This sort of circulation is obtained to meet a demand based on an utterly unsound theory: that circulation is worth a certain rate per thousand, irrespective of where it is, what time it is distributed or what its character may be.

A few years ago, advertisers and newspapers of the right sort combined to eliminate deceit in the publication of circulation statements by setting up the Audit Bureau of Circulations. The evil which this organization was intended to eliminate was the practice of the newspaper which claimed an average circulation twenty-five to fifty per cent more than the number of papers it was printing.

Many publishers were forced into exaggerated circulation statements in the old days by the unwarranted claims of their competitors. The situation was brought about by the same fundamental cause of present difficulties: the advertisers' demand for numbers.

BUT what is the difference if the circulation exists but is "counterfeit" circulation and nearly as valueless as if it were never printed?

What are some of the most prevalent bad tendencies in newspaper circulation methods and what may be done to cure them? I think they may be divided into two classes:

First—Those methods which appear to be respectable, and for which plausible defenses may be set up, but in truth are unsound.

Second—Methods which must be characterized as nothing but conscious and deliberate fraud, no matter how they may be explained.

In the category of methods which are responsible for circulation inflation, but which are made to appear legitimate, the forcing of newspaper sales in territory outside of the market area in which the advertiser is seeking development, is one of the largest, probably *the* largest source of loss and deception. The jamming up of sales within the market area by strong arm devices is also a factor.

THE development of supposed suburban and country circulation in thinly populated areas adjacent to or actually outside of the central market is of varying significance in different sections of the country.

As we know, there are centers in the West where the distribution of newspapers for a couple of hundred miles from a given center is effective because of the long distances between towns and because people travel many miles into the center to make their purchases. In the more thickly populated East, the same conditions do not obtain. It is often harder to bring people into the central market from a distance of twenty miles, and sometimes less, than it is to attract them in sections of the West from distances exceeding 200 miles.

In many instances, the building up of numbers in circulation in small towns and in the country-side at considerable distances from the center among people who represent a very small response, and who very infrequently come to the market where advertised merchandise is for sale, is one of the most elusive and unsound schemes for inflating circulation for which the advertisers of the country are now being taxed vast sums of money. The securing and maintenance of circulation of this sort, from every angle of operation, represents a maximum of expense and a minimum, indeed practically nothing, of return.

So called "pre-date" editions of both morning and evening papers are examples of this sort of inflated circulation, but they amount to little compared with regular editions which are almost equally valueless.

In the cities themselves sales at abnormal hours are a large source

[CONTINUED ON PAGE 54]

Portions of an address delivered before the Association of National Advertisers Convention, Atlantic City, N. J.

TRUE TALK

THE Marshall Field idea holds good, in essence at least, for department stores of every size, everywhere. Such a store stands or falls on its own expert judgment of values suiting the personalities and the purses of its own special public. Its very life depends on wise selection, proper promotion, speedy selling—*on its own* . . . . . However, the merchant is a human being—he reacts normally to advertising that touches his interests. Talk business, *your* business, to him; give him the facts and the figures; cultivate his favor; get him on your side, and he becomes your best salesman—an essential, sizable unit in your success. Tell and sell the *merchant*—and *he'll* tell and sell the millions . . . . . The most effective, most economical way to reach and influence the dry goods and department stores of the United States is—the Economist Group (*Dry Goods Economist, Dry Goods Reporter, Drygoodsman*—offices in principal cities).

Newspaper advertisement of *Marshall Field & Company*

Who Is Your Purchasing Agent?

We are not content to act as a manufacturer's agent—accepting his product as we find it, and your patronage as the result of *his* advertising.

For we believe that intimate, daily contact with our customers gives us a more accurate knowledge of their requirements than any manufacturer can possibly have. And, we believe further, that out of our broad experience with the products of many manufacturers we can show the individual manufacturer how to make a better product.

Our offerings, therefore, represent our choice of the best goods available in each line, plus definite improvements we have had incorporated on our own account. Every article we show was selected and developed with your interest as the primary consideration. And we bespeak your patronage on that basis alone.

MARSHALL FIELD
& COMPANY

Eugene A. Stanley
Manager, The Store for Men



Selling the "Company" Store

The Industrial Community as an Outlet for Retail Merchandise

By Louis Spilman

INDUSTRIAL communities can be divided into two classes; namely, (1) the community within a larger city, and (2) the isolated community, established, owned and operated as a separate town by coal and metal mining companies, lumbering concerns and general manufacturing organizations. It is with this second group that we will deal primarily; although many of the first group present the same problems and offer a similar commodity outlet, so thoroughly have they isolated themselves from the cities surrounding them.

The industrial company town offers a valuable study for manufacturers engaged in commodity distribution. In fact, in West Virginia, so important has the subject become that the extension department of the State University but recently conducted a survey of company towns and rated them according to neighborliness, citizenship, social welfare, health, homes, education, churches, appreciation of the beautiful, and business (such as, source of income, home industry, condition of stores, facilities for communication, thrift, and the relations existing between capital and labor). The results of this survey show a surprising progress in industrial communities over those of twenty-five to forty years ago. A comparatively brief period.

Increased competition, the World War, the present relationship between capital and labor, have lifted the industrial community to the point where it is a city in its own right, with paved streets, comfortable homes, schools, churches, electric lights, moving picture theaters, and, what is more important to manufacturers, retail stores such as are boasted of by few towns of more pretentious population. The industry, forced to isolated places for its raw material and dependent upon itself to create a community destined to hold labor, has spared little expense in making every civic agency a success.

THESE company towns have a professional and salaried class, of course, but the dominating population is of the wage earning group. That wage earner and his family have at their beck and call infinitely more today than had the working man of any previous period of history. They have telephones, automobiles, newspapers, fashion magazines, greatly increased incomes and more leisure with which to enjoy life. They have become an increasingly important factor in the general scheme of industrial affairs.

The industrial community offers an outlet for every kind of merchandise. Everything sold through the average department store can be sold, and is sold, to residents of industrial communities. They follow the latest styles and keep an eye on prevailing prices. They can afford to buy, and fully expect to have, as good clothing as any city inhabitant. Moving pictures have brought them the outside world in pictures; newspapers have brought them the outside world in print; and the automobile and paved roads have taken them to the outside world in person.

Industry has met this demand with the establishment of retail stores of more pretentious character. The early stores, established in the industrial community purely out of necessity, gave the industry a taste of the profits that can accumulate from a retail business, and few industries have idly stood by and permitted hundreds of dollars to be diverted to nearby cities. And the development of industrial retail stores has not been brought about solely because of their potentialities for profit. Most employers realize the importance of having their employees satisfied with living conditions. They have discovered that contented workmen mean more efficient production and fewer accidents. Where the corporation controls the store it can insure fair living costs and good quality of merchandise to its workmen, and such things are more con-

[CONTINUED ON PAGE 78]

Everything
an Advertiser Wants!

BREAKING all records for daily newspapers in the State of Ohio, The Cleveland Press now has a total average daily circulation of 227,856. The largest in its history, the largest in Cleveland's history, the largest in Ohio's history. A gain of 5219 in six months; a gain of 16,646 in twelve months; a gain of 26,492 in 18 months.

FIRST in City Circulation, FIRST in City and Suburban Circulation, FIRST in Total Circulation! In Greater Cleveland alone The Press now has an average daily circulation of 183,759—one newspaper to every English reading family!

Everything an advertiser wants!

LESS than one year ago, the leading Cleveland morning paper announced the largest circulation contest ever sponsored by any Ohio paper—offering homes, automobiles and cash awards totalling more than $100,000.00.

The first part of October, the second evening paper in Cleveland announced a similar circulation "drive" offering prizes worth $115,000.00.

One week later, the same morning paper which closed its first contest less than nine months ago, announced "another" similar effort, out-doing itself and the second evening paper by advertising its intention to award prizes worth more than $130,000.00.

BUT the circulation of The Cleveland Press today is at the highest point in its entire history—larger than that of any other daily newspaper in the State of Ohio—AND IT'S ALL LEGITIMATE.

The Press is the FIRST Advertising Buy in Cleveland!

The Cleveland Press

NATIONAL REPRESENTATIVES:
250 Park Avenue, New York City
DETROIT : SAN FRANCISCO

FIRST IN CLEVELAND



ALLIED NEWSPAPERS, INC.
410 N. Michigan Blvd., Chicago
SEATTLE : LOS ANGELES

LARGEST IN OHIO

The 8pt. Page
by
Odds Bodkins



JOSEPH RICHARDS sends me a copy of his book of poems, "The Master of My Boat," and I shall treasure it. . . . J. A. R. was the first advertising man I knew. Years and years ago, one summer I was at Brown's Inn, out at Newfoundland, New Jersey (the inn has since burned) and Mr. and Mrs. Richards came out there to spend a month. I had long been interested in advertising, knew all about what an agate line and a pica em were, and that halftones had screens, but never before had I met an "advertising man" in the flesh. So every hour I spent talking with J. A. R. was like an hour at the feet of some great prophet. To hear him talk in the terms of the craft was ecstasy!

At the time his agency was handling the initial Hawaiian pineapple campaign and I coaxed him to let me try my hand at some copy. Good naturedly he told me the facts about the product and agreed to look at any copy I might submit.

I suppose he forgot all about it as soon as he returned to New York, but I didn't. Nearly all the rest of that summer I burned midnight acetylene gas writing Hawaiian pineapple copy. And then, one momentous day I embarked for New York and presented myself at the offices of Joseph A. Richards and Staff (it was then) in the Tribune Building. I shall never forget that visit. My future hung in the balance then, and J. A. R. unwittingly tipped the beam in favor of my present career.

It was this way: I had the impression that advertising as done by a New York advertising agency was all a matter of full-page advertisements in the big magazines, twelve or fifty-two times a year. And as I sat in the anteroom waiting for an audience with Mr. Richards (nervously clutching my sheaf of Hawaiian pineapple copy) a Butterick representative called and asked to see Mrs. Overman. She came out to the rail and talked with him and I heard her say that a certain client *might* take a quarter page in the *Butterick Quarterly* for one insertion. My heart sank! Did I want to be connected with any profession which dealt in measly quarter pages in a *pattern* publication? To make it worse, the representative seemed *gratified* at the half promise! Clearly, this was no sort of business for a young man with ambition to enter!

Just then the girl at the reception desk said Mr. Richards would see me. The hall was long. Complexes weren't known then, but if they had been I should have suffered from an inferiority one before I arrived at Mr. Richards' office. He greeted me graciously, remembered me, took the copy, read it with proper dignity and then sealed my fate by saying, "This is really very good—some of it is—better than some we've been using. The campaign is over, but if the Growers' Association authorizes us to start another campaign I'll see if we can't use some of your copy."

The copy was never used—at least one reason being that the Association's campaign was never repeated—but the knowledge of it lying there in Joseph A. Richards' desk carried me through a long year of grubbing and held me to my intention of breaking into advertising. A double spread of pride had outweighed a quarter page prejudice!

And so is it any wonder that I shall always cherish J. A. R.'s book, with his autograph on the fly-leaf?

—8-pt—

There are two sides to every menu. One is the shell fish to *demi-tasse* side and the other is the arithmetic or art side.

I reproduce the latter side of the 4 A's luncheon menu at the Mayflower Hotel, Washington, after William H. Johns had indulged in his hobby of after-luncheon sketching.



Needless to say, this unique Batten rough sketch is published without an insertion order!

—8-pt—

If James W. Young performs all the duties of his new office as President of the American Association of Advertising Agencies as acceptably as he did as toastmaster in introducing President Coolidge at the banquet in Washington, he will be a most successful president.

Arising in his place he said simply, "Ladies and Gentlemen: the President of the United States."

Whereupon the President, arising in his place, said some things about advertising that forever puts the profession under his debt.

—8-pt—

I understand that those "awful awnings" have already sold the *Figit.*

—8-pt—

Why *will* advertisers go on trying to sell their wares with false claims when the simple truth is *so* much more effective?

Just this evening I have come across another example of truth triumphing in the making of a difficult sale. Henry Holt tells about it in his book, "Garrulities of an Octogenarian Editor":

> In the middle sixties a wave of malaria swept down the Hudson and up the Sound. A frequent accompaniment of a country-place advertisement was: "No chills and fever." Bonner owned a place in Westchester County in the midst of the malaria, which of course he did not wish to occupy. So he published an ad to this effect: "For Sale: A place where there *is* chills and fever, and which I want to get away from as fast as Fashion will take me." To stop the advertisement, the owners of neighboring properties had to get together and take his on his own terms.

—8-pt—

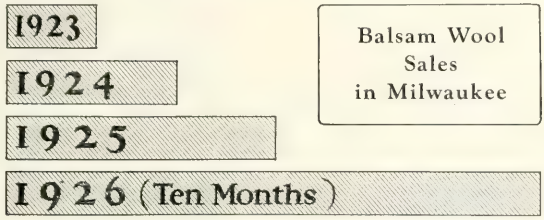
It never occurred to me before, but a coat of paint is a symbol of faith. At Wilmington, Delaware, (I think) is the plant of "The Pusey & Jones Company, Steel Ship Builders."

As I read the sign from the train window the thought flashed through my mind, "Well, their business has probably been hard hit since the war—with hundreds of steel ships rusting at their anchorages for the want of buyers."

And then I noticed that the Pusey & Jones buildings were all freshly painted. "That doesn't look like they were ruined," said I to myself. "They evidently have faith in the future of the steel ship business."

Paint. Faith. May this not be a fresh copy-angle?

Balsam Wool Sales Increase 100 Per Cent in 10 Months—



"We feel that the splendid coverage we secured through The Milwaukee Journal has played an important part in the remarkable record we have made.

"The Journal has done much to stimulate the idea of home owning through its building material section in The Sunday Journal.

"Our newspaper advertising in Milwaukee has been such a necessary factor in building business that we intend to carry on a still more aggressive campaign in The Journal next year than in the past."

From a letter received by The Milwaukee Journal from the manufacturer of Balsam Wool.

DURING the first ten months of 1926, sales of Balsam Wool in Milwaukee show an increase of 100 per cent over the entire year of 1925.

Advertised exclusively in The Milwaukee Journal since 1923, Balsam Wool has enjoyed an average annual sales increase of 78 per cent.

The advertisers of Balsam Wool, in common with the most successful advertisers in all lines, know that a single Milwaukee newspaper builds a maximum volume of business in this market at the lowest possible cost per sale.

The Milwaukee Journal, with an average net paid daily and Sunday circulation of over 150,000, is read by more than four out of every five Milwaukee families.

THE MILWAUKEE JOURNAL

FIRST BY MERIT

"I Gotta Get Up an Ad"

[CONTINUED FROM PAGE 20]

it would grip and hold the reader to the end.

THERE were, however, certain elements of difference between the circumstances of the two. The first had received his assignment from the editor of the magazine—an order for a fiction story—and the editor was to pay him five hundred dollars for the manuscript.

The second had received his assignment from the copy chief of his agency—a request for a full page advertisement of an automobile—and an advertiser was to pay the publication eight thousand dollars to publish it. Therefore, from a monetary standpoint alone this story was to be sixteen times more important than the other.

There was another difference, too, that we should note in passing. The story of the fiction writer would be read, because people would buy that magazine for the purpose of reading it. The advertisement of the second writer must win attention for itself, must catch and hold interest in itself in competition with stories, articles, illustrations planned and displayed by an editor who knew his audience, and with a veritable broadside of other advertisements as well.

But to get back to our two writers and their tasks. The first was about to pen the opening paragraph of his story. For days and weeks he had been developing in his mind the plot of his narrative. Out of a fertile imagination he had created its living characters, and now he carried them as he wrote through an enthralling and entangling chain of events. All the moving elements of life were there—love and mystery and romance and high adventure. And he wove them into a tale that millions would read with the eagerness that never withholds response to the human touch wherever it may find expression. And no wonder, for this was the opening paragraph of the enticing tale he told:

Two men emerged from the woods, bearing a third on a stretcher between them. They crossed the muddy road, shaping their course for an ambulance that stood there, its motor rumbling and a faint ribbon of cigarette smoke from the seat showing that the driver was in his place and ready to proceed. Another man was at the rear of the ambulance, closing and locking the tail gate and pulling down the rear curtain.

"Awright, Wally," called this man, "that fixes us."

"Git in," said the driver, "an' we'll fade outta here."

And now let us turn to the second writer and see how he is getting on. His assignment, you will remember, was more specific. His subject was provided. He was to write a story about an automobile.

And what a story he had to tell! Here was a conveyance more splendid than any of which Caesar with all his chariots ever dreamed. It had flaming color, and impatient power, and breathless speed. And what associations in its use—open roads and autumn woods—gay companionship—the thrill of life and love and romance and high adventure—yes, all the elements that the fiction writer had called up from his imagination.

And so our writer of the advertisement set to work. Let us, however, speak first for him a word of charitable consideration. He was under the impression that he did not have as precedents for style or inspiration the stories of Conrad or Kipling or McFee. He could not escape from the thought that he was a writer of advertising. His precedents must be in the advertising pages of the magazines. And so he had gone through them and had carefully noted in what manner many of the advertisers of automobiles had told their tales before.

Then he did, perhaps, the obvious thing. He wrote his eight thousand dollar manuscript—and this is the story:

A GREAT MODEL OF A GREAT CAR

Reputation, mechanical superiority, and quality standards of manufacture have combined to produce a car of stability, prestige and value heretofore unapproached at the price.

Now the most remarkable thing of all is what very likely happens when that same copywriter goes home at night. He has produced, at the office in thirty or forty minutes, as a matter of routine, an advertisement that will surely appear in full page form in a great publication. And yet at night, back home, he returns to the trail of one of his fondest ambitions. He settles into his chair, slips a fresh sheet of paper into his portable and begins to weave a tale. In the drawer of his desk repose many manuscripts and almost a complete set of rejection slips, but an undying hope keeps telling him that if only he can write a story vivid enough in its characters, gripping enough in its plot, interesting enough in its telling, it will pass the sacred portals of the editorial office. It will actually appear in the pages of a magazine.

WHY is it that in the minds of so many copywriters, fiction is one thing and advertising another? Where does the idea come from that that which people *like to read,* must be planned, written, edited, constructed with such care; while that which they must be *tempted into reading* can be dashed off to a set formula.

Is it, by chance, because they know that the fiction story must pass a rigid editorial scrutiny in order to qualify for a place in the magazine, whereas the advertisement is surely going to be published because its price of admission is paid?

I MAY be standing in an open field tempting the lightning to strike, but I wish that some morning every advertiser and every agent might receive in his mail the announcement of a new regulation governing the acceptance of advertising by some outstanding publication. I wish that announcement might read like this:

"Hereafter all advertising copy submitted for publication must adhere to the same high standard of literary quality and of interest to our readers that governs the acceptance of manuscripts submitted for our regular departments."

And of course I would also like to see that regulation in force just long enough for those who received it to appreciate its significance.

I believe a good bit of the whole difficulty lies in the *approach* to copywriting.

Every cub copywriter for twenty years has had dinned into him the importance of knowing the goods he is to write about. I remember well sitting open-mouthed before a master salesman in Chicago in the fall of 1907 and hearing him lay down with thunderous emphasis his famous first requisite of selling, "It takes a hell of a long time to say something you don't know." I agree with all those who stress the importance of having your facts.

But it is one thing to know something and another thing to tell about it in a way that will *interest* the folks you want to reach. And exactly there lies the difference between the accepted approach to advertising and the approach to fiction. The average copywriter starts out to write, filled to bursting with the importance of the product he is writing about. The successful writer of fiction has just the opposite viewpoint. His prime consideration is the people he is writing for. What do they like, what will they read, what will interest them?

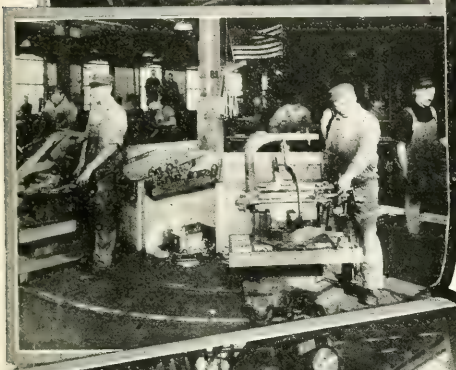
Is there any reason why advertising copy should not be approached from the same viewpoint?

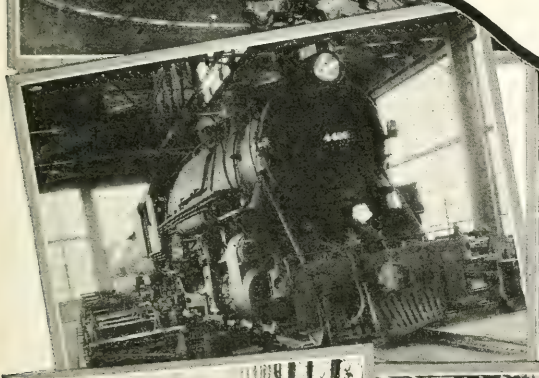
I would far rather have as a beginner in advertising a person who knows what interests people than one who knows all about his "shoes and ships and sealing wax."

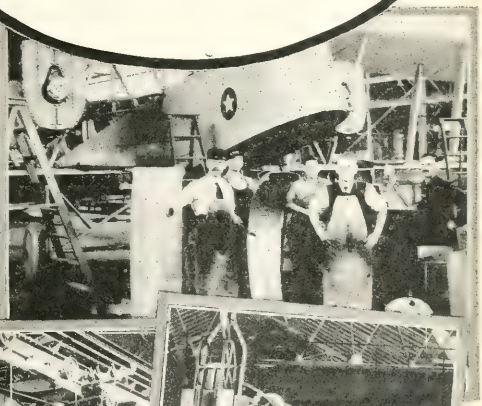
The other day I asked a notably successful copy chief how he selects the members of his staff. He answered, "I find folks who can write."

One of the greatest of advertising writers was a highly successful editor and editorial writer before he ever











Earning Its Slogan

Machine shops where locomotives and automobiles and airplanes and typewriters take form and motion—

Machine shops all facing common problems of management and labor and equipment—

Machine shops all buying machine tools, machine parts, steel, conveyor systems, oil, belts, small tools—

Machine shops into which the American Machinist comes every week as the guide to the best machine shop practice and the link between the men who sell to the shop and the men who buy for it—

This is how the American Machinist has earned the right to its slogan:

"The Market Place of the Machinery Industries."

AMERICAN MACHINIST

A McGraw-Hill Publication

Tenth Avenue at 36th Street

ABC New York ABP

American Machinist

SOMEHOW or other "Powers-House" service fails to appeal to the company that seeks to get rich quick without an investment of hard work and ample time. Read the list of P-H clients and you will find a group of able, responsible, conservative and successful companies.

The Powers-House Co.
Advertising
HANNA BUILDING - - CLEVELAND, OHIO
Marsh K. Powers, Pres. Frank E. House, Jr., V. Pres. & Gen. Mgr. Gordon Rieley, Sec'y

turned to advertising, and at the moment he is the author of two of the best selling books in America.

One of the most successful individual advertisements I ever read was written by a woman who had never written an advertisement before in her life. And, stranger still, she did not know she was writing an advertisement when she wrote it. She wrote a story about an advertised article—wrote it in long hand on forty-seven small sheets of hotel stationery—and when I found it in a pile of manuscripts, I read it, every word—because she had the magic touch; she knew how to interest people.

I wish that for one day—just for one day—every copywriter would try to forget all the rules and formulas he ever learned. I wish he might forget he is a writer of advertising—even forget what he is supposed to advertise—and *start* by writing what he honestly believes will *interest* the folks he is trying to reach.

I suggest that this day be a holiday or a Sunday—but I believe the benefits will be the same—I have a hunch you might yourself become so much interested in writing advertising that you would greet your next assignment with something more than an expression that so many copywriters use: "I gotta get up an ad."

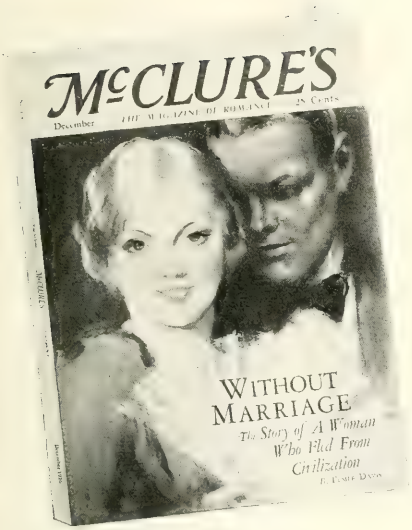
What We Learned in Selling Direct

[CONTINUED FROM PAGE 34]

toilet articles. Our premiums are mainly articles useful in the home: chinaware, silver, aluminum ware, kitchen utensils, lamps, small rugs, and other useful articles. Each class is a complement of the other, both appealing to the home and family interests of the housewife; the premium in many cases being useful in preparing and serving the product. The size and packing of the product unit is governed by our schedule of service, being ordinarily a quantity sufficient to last the average household two weeks. In the case of coffee, it is a two-pound package. The premiums or household articles are always such as may be handled easily and transported by the salesman in his small delivery car. They range in price from a five-cent special to a limit of slightly under $5.

Both products and premiums are *sold;* we give nothing away, and avoid the suicidal mistake of representing the premium as a present. Our products are sold at prices well in line with those asked in groceries for equal quality; our premiums also are priced to meet competition. With every carton of products the customer receives a profit-sharing credit of a fixed sum, ranging from three cents to twenty cents, dependent upon the product and size of package. These credits represent to her not a gratuity or a cut in

On Books—
On Horses—
On McCLURE'S—



YOU probably possess some choice old volumes—books that you have read and reread, that, when taken from the shelf, fall open at your favorite passages. They are like old horses that invariably turn into familiar driveways.

And that brings us to McCLURE'S. As surely as a book falls open at a favorite passage, as surely as a horse turns into a place where he is accustomed to stop—just so does the new McCLURE'S continue its friendship with the readers of 20 and 30 years standing.

Old friends, however, are not enough. The new McCLURE'S gains new popularity and thousands of new friends every month. Circulation advertising appears in 90 metropolitan newspapers. Sales are pushed by 60,000 distributors. Circulation increases rapidly.

That the new McCLURE'S goes into the homes to be read and thumbed over by the whole family, is proved by results which advertisers receive. Advertising lineage in the November issue increased 44.5% over that in the June number—a sure indication that shrewd advertisers are fully aware of the pulling power of McCLURE'S with its new and old friends.

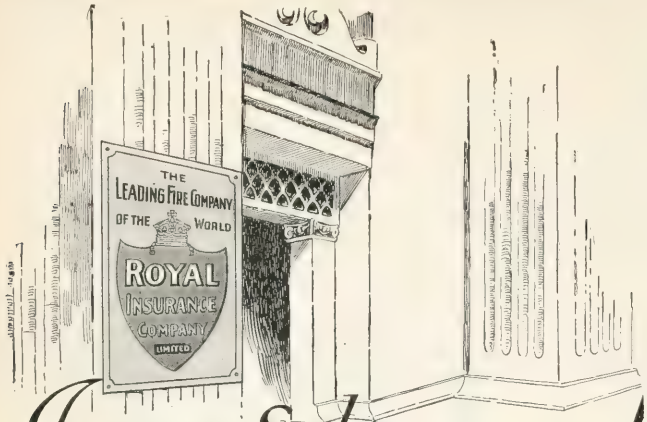
And because the new McCLURE'S carries with it the one universal appeal—the best romantic fiction—it cements old friends in a closer bond and holds its new and younger friends just as favorite passages in your old books hold you.

The New McCLURE'S

The Magazine of Romance

R. E. BERLIN, *Business Manager*
119 West 40th St., New York

Chicago Office, 360 N. Michigan Ave.



Insure Sales with DuraSheen Signs!

NOT BECAUSE they are fire-proof, but because they are wear-and-tear proof, rust-and-dust proof, and because they always look bright no matter how long they have been in use, did the Royal Insurance Company, Ltd., select DuraSheen Signs as the best, most economical signs for their use.

Unlike ordinary signs, DuraSheen Signs are made of highest grade porcelain, fused into heavy sheet steel at 1800° Fahrenheit—they are permanent signs.

Whatever your line of business, **DuraSheen Lifetime Porcelain Enamel Signs** will insure greater sales for your products at those two important places—at the point of sale, and enroute to the point of sale! Always bright and cheerful, with colors never dimmed, they daily build sales and good will for your products.

VERSATILITY

No advertising medium possesses the wide variety of uses of porcelain enamel signs. DuraSheen Lifetime Porcelain Enamel Signs are in daily use, year in, year out,

on Stores, Factories and Buildings of every kind

as Counter, Window and Inside Display signs

on Boulevards, Country Roads and Sidewalks,

on Automobiles, Trucks and Wagons

on and in Trains, Street Cars and Stations

on Windows, Doors and Door-Steps

on Machinery, Tools, and Heavy Equipment

In fact, everywhere and for every purpose, colorful, durable DuraSheen Lifetime Signs, in many shapes and sizes, are ever on the job.

THE BALTIMORE ENAMEL *and* NOVELTY COMPANY

MT. WINANS
BALTIMORE, MD.

200 FIFTH AVENUE
NEW YORK CITY

DuraSheen
Porcelain fused into Steel —
Lifetime Signs

price, but a saving through our buying power, direct method of distribution and avoidance of charge accounts in the ordinary sense. She is permitted to apply the credits toward payment for premiums, which are advanced to her on account. She may also buy our premiums for cash, just as she buys our products.

Nothing is "peddled" from the delivery car; both products and premiums are sold from sample or description for delivery on a later regular call. The salesman carries with him on his car, aside from a few samples for use in taking orders, only articles for which he has *bona fide* orders from regular customers.

THERE is nothing spectacular and nothing misrepresented or overdrawn in our offer to the housewife. We guarantee high quality and give her reasonable price economy, but stress particularly the fact that there is further economy to be obtained by her in the careful use and not abuse of quality. Aside from that, our appeal is entirely to her desire for a convenient, courteous, thoughtful, accommodating and useful service. That our clientele is growing, our rate of customer turnover decreasing, and our business prospering, convinces us that the American housewife wants and appreciates what we have to offer through our direct service to her home.

Going regularly into the homes of an average of 400 housewives, twenty-six times each year, the service salesman must be a man of pleasing personality: clean, courteous, prompt and respectful. He must gain and retain the customer's good will toward himself as well as toward his merchandise and his company. He must make no claims that he cannot substantiate, and must make good every assertion and promise he does make. He is authorized to guarantee complete satisfaction with every purchase and is expected to make good that guarantee. Our salesmen are selected with these requirements in mind, and are carefully trained to consider their customers' interests their own, to value the housewife's good will above everything else, and to build their own success and that of Jewel on the regular patronage of their satisfied customers.

As the salesman must serve from thirty-five to fifty customers every day, the time he may spend with each is very limited. He displays a certain few selected articles, both products and premiums, each trip. His display program, and sales and service talk, is changed and prearranged every two weeks. The articles displayed and service factors emphasized are rotated so that every item and feature is brought to every customer's attention several times during the year. He is furnished with selling arguments, the facts as to each product and premium; carefully schooled in what he shall say and do, and how; and encouraged to develop his own initiative by putting into use what he has been taught about

NEXT TO THINKING MATTER

THE magazine as such has had its changing phases.

Many years ago it was chiefly a vehicle for literature. There still survive, particularly abroad, some magazines which carry on that tradition unaltered.

Then for a period the American magazine field appeared to be dominated by journalistic purpose. Current public affiairs were made appetizing to millions.

And of late the bait for large circulations has been entertainment.

It is entirely too easy to disparage each of these phases of the magazine by a catch-word, such as "high-brow" and "muck-rake" and "dumb Dora." That is not our purpose here. Entertainment, for example, is a legitimate function of the printed page, and those many magazines which thrive by entertaining people, of whatever grade of intelligence, are useful and could ill be spared.

We rise merely to point out that there are also certain magazines which have not been swayed by passing fashions in editing, which were not in the past muck-rakers and are not in the present arenas for entertainment. Among these have been for a long enough period to make the point positive, THE QUALITY GROUP magazines.

They have consistently held to their conception of a magazine, which is not far from the original meaning of the word, signifying a place where things are brought together to be drawn upon when needed.

They gather and give out literature, but they are not merely literary.

They are charged with current fact and opinion, but they are not merely journalistic.

They contain and generously supply entertainment, but they are not merely entertaining.

They know that there are just as many people as there ever were who want magazines in which literature, journalism, and entertainment are kept in suitable proportion. They see clearly and meet the demand of those who are not content to buy magazines just for momentary entertainment. They have not yielded to the mania for millions of readers, being unwilling to surrender, for the sake of drawing millions, their standards of good literature and earnest public purpose.

The reward for this steadfastness to a publishing ideal is the loyalty of 700,000 readers who appreciate that ideal. And a further reward is the recognition by a large body of astute advertisers that it is not enough to advertise to millions, that it is necessary to reach this substantial nucleus of people who have intelligence, buying power, and social leadership, and that—

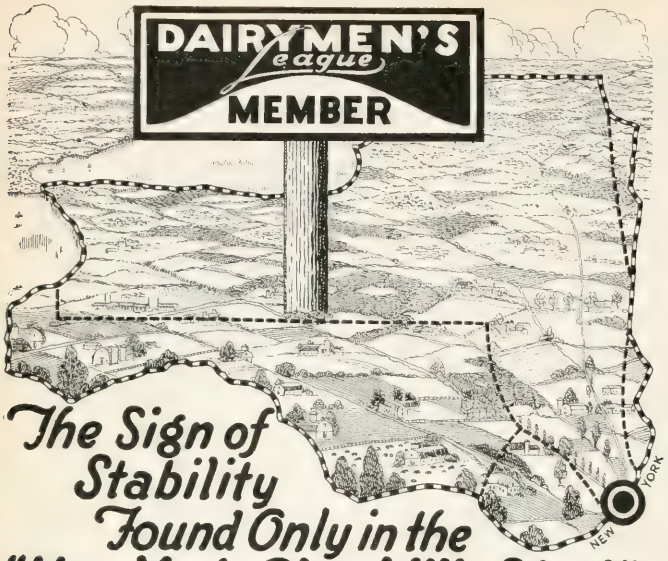
When you advertise in THE QUALITY GROUP you are *next to* thinking matter.

THE QUALITY GROUP

285 MADISON AVENUE, NEW YORK

THE ATLANTIC MONTHLY
THE GOLDEN BOOK MAGAZINE
HARPER'S MAGAZINE
REVIEW OF REVIEWS
SCRIBNER'S MAGAZINE
THE WORLD'S WORK

Over 700,000 Copies Sold Each Month



The Sign of Stability Found Only in the "New York City Milk Shed"

THIS sign is frequently seen in driving through the beautiful country which supplies New York City with fluid milk for daily consumption. Wherever seen, there is an air of progress and stability. Usually a community leader lives there.

The average member of the Dairymen's League has an investment of some $200 in this great co-operative organization. Every year, he sells through it several thousand dollars' worth of milk. He subscribes to the Dairymen's League News, paying for it the full subscription price. He is nearly always a member of the County Farm Bureau, the Grange and other organizations for community welfare. In short, he is a substantial citizen and a leader among his neighbors.

This community of interest gives to the circulation of the Dairymen's League News a uniformity never found in papers of a more general nature. This uniformity in buying habits and purchasing power makes the Dairymen's League News supreme in its field.

Through no other medium can you be sure of reaching even half the progressive dairymen of "The New York City Milk Shed." To effectively and economically cover this territory, we recommend that you schedule the "News," together with **one** general farm paper.

A request will bring Sample Copy and Rate Card

Dairy farms of this area supply New York City with fluid milk.



DAIRYMEN'S League NEWS

New York
120 West 42nd Street
W. A. Schreyer, Bus. Mgr.
Phone Wisconsin 6081

Chicago
10 S. La Salle Street
John D. Ross
Phone State 3652

selling and maintaining good-will.

He is instructed to follow up the sale of each article, to insure its giving satisfaction, and to keep the customer supplied continuously with every Jewel product she has tried and found to her liking. Coffee being so important an item with us, he devotes special attention to that service. He learns the number of coffee drinkers in each customer's family, their tastes and preferences, how she stores and brews the coffee, how much she uses per cup, and what service she requires to keep her continually supplied without accumulating an overstock to deteriorate with age. While he supplies enough to prevent her from being compelled to buy elsewhere between calls, he is equally eager to avoid overselling. He makes himself her coffee adviser as well as her coffee supplier.

WHILE good coffee costs more per pound than poor, it also goes farther and makes more cups per pound than the inferior article, if properly prepared. It is, therefore, more economical for the housewife who is informed. This fact, coupled with the five cents profit-sharing credit she receives with every pound purchased, makes it possible for the salesman to accomplish a very definite saving for the customer on her coffee budget, while at the same time giving her a uniform, fresh beverage.

With many of our other products a similar situation exists, and our salesman establishes a like relationship with the customer, affecting as large a portion of his line as is possible. If he introduces a product and is told that the customer is supplied, he makes note of the quantity she has and again brings the item to her attention when he has reason to feel that she is ready to re-stock. As already stated, once she is supplied with the Jewel brand, he makes it his business to keep her supplied, whether it be coffee or any other of some fifty items.

Is it not readily apparent that such a service can be rendered only by one who calls personally in the consumer's home, and is under the direct supervision and control of the supplier? I am sure you will agree with me that no manufacturer can hope to have his product so presented, supplied and made acceptable to his ultimate consumer through the medium of independent middlemen, over whom he has no control, whose only interest in his product is that of immediate profit, and who have many other interests. Moreover, can anyone doubt that the product merchandised in the way I have described has readier acceptance in the average American home than the one offered impersonally, through the printed page and over the grocer's counter?

No doubt it has already occurred to you that such a system of direct distribution requires trained salesmen and thorough supervision. That is very true, but so does any effective and efficient system today.

The Modern Trend in Business Management

[CONTINUED FROM PAGE 28]

vinced himself that high wages induce a higher productive return from labor.

The working man in turn is coming to realize that automatic machinery is a friend, not an enemy. He sees that it is obtaining for him a greater opportunity for leisure, that he is coming to work more with his brains and less with his hands, and it is quite noticeable that both employers and employees are becoming aware of the fact that that portion of factory burden called unproductive labor, is excessive in most instances and can be reduced by direct labor becoming more intelligent and assuming a greater responsibility.

Men get out of life only that which they put in it. If happiness is to issue from the mill of life, the material constituents of happiness must be placed in the hopper for grinding and refining. The proceeds of a man's activity are merely the sum of the knowledge he has acquired. Intelligence, initiative, thought put into the day's work, produce success.

Progress is always slow, but there is manifest evidence that all classes of our citizens are growing in intelligence, that education is spreading and that we are working toward a better understanding as between man and man and as between art and science and business.

The present commercial age is developing wonderful men. The finest brains of today are in the research departments of medicine, chemistry and industry, reducing in the crucible of experimental thought conceptions into anti-toxins, into greater power-producing and labor-saving machinery, into practical merchandising and sales methods and into the saving of waste all along the line.

One may well be optimistic as to the future of American industry. There will be undoubtedly periods of rest, of reorganization and integration, all of which is natural and healthy, but for the long pull the general business of this country looks good to me.

A. N. P. A. Holds Contest

THE prize contest to advertise newspaper advertising which was begun by the Bureau of Advertising, American Newspaper Publishers Association, on September 30, has attracted attention all over the United States and Canada.

This is the last month for joining the competition. Advertisements to secure consideration must reach the New York office, 270 Madison Avenue, at the close of business on Monday, November 30.

The first prize is $300, second $150, and third $50.

somewhere
we came across
the phrase
"enlightened selfishness"
—which is
a good expression
of our reason for saying
that we cannot
"cover" the Greater
Detroit Market
without some local help
—we want
the advertiser to
succeed—so he will
have more money to
spend in the
Detroit Times

The OPEN FORUM

Individual Views Frankly Expressed

A More Equitable Basis

THE November 3 issue of ADVERTISING & SELLING reached the writer's desk this morning. The article, "Higher Advertising Rates," was read before the writer even took time to take off his coat. Mr. Hotchkin has undoubtedly struck a vital point and there can be no question but that the advertising trend will be in the direction he points out.

For some time past the writer has felt that advertising must be oscillating, like many other activities, from one extreme to another, and that, after all, it must assume a more equitable basis. I agree that this is not the note recently sounded by Mr. Rand, but we cannot help but wonder if manufacturers, with but few exceptions, are not striving too hard to maintain overheads brought about by increased manufacturing facilities during the war period.

C. B. MATHES, *Sales Manager*
The Conklin Pen Company,
Toledo, Ohio

Competition in Advertising

ALL men are naturally selfish, and generally it is excessive selfishness that results in self-destruction in either one form or the other. And it is quite likely that this same excessive selfishness will eventually destroy the very profitable publishing business of the present era. I am referring particularly to the bulky magazines and newspapers that are now being printed.

The article of Mr. Hotchkin in ADVERTISING AND SELLING is uncomfortably near the truth. Competition in advertising is rapidly approaching the danger point. The law of diminishing returns is now in operation and a real advertising crash is in the offing.

It would seem a wise policy to have many articles similar to the one by Mr. Hotchkin appear in your columns. It is far better to avoid the possible danger than to drive ignorantly full speed ahead.

S. VAN WIE, *Advertising Manager*,
Beech-Nut Packing Company,
Canajoharie, N. Y.

More Congestion!

I HAVE read in a recent issue "Higher Advertising Rates—Smaller Space Units?" by W. R. Hotchkin. Personally I expect to see still more congestion: billboards ninety feet high, magazine pages as large as those of newspapers, high-speed rotary color presses housed in airdomes, they'll be so big.

Why? Because the income of everyone—papermaker, publisher, agency, advertising manager—is in direct proportion to the congestion; and they all want increased income.

If the income of some of these gentlemen were in inverse proportion to the congestion—but that not only wouldn't prevent Mr. Hotchkin's "battle of the century" but would call out an army of engravers, electrotypers and inkmakers to wage another war.

But, you say, that doesn't answer the question. Who said it did?

C. H. BARR,
Associate Mills,
Holyoke, Mass.

Advertising and America

MR. R. D. MANSFIELD'S letter "Copy Cats" is "the cat's pajamas." He is right when he says that a star idea cannot be successfully copied. If it could, it wouldn't be a star idea.

It is given to but few to soar to the heights of a grand romance, in advertising or any other place; but in the case of advertising, built upon universal principles which are unchanging with the changing of the years and fashions, a great door is open to "shine as the sun in the high places of the heavens."

True and rare genius may find such a sphere; especially in America, a field for the realization of its fondest hopes and dreams. Why especially in America? Because the genius of America, itself, flows from the same universal principles upon which true advertising must rest.

WILLIAM E. KERRISH,
Boston Gear Works Sales Co.,
Boston, Mass.

Speculative Builders

I HAVE read with a great deal of interest the article "Marketing Building Material for the Homes of Millions," in your Oct. 6 issue.

An unnamed authority is quoted in this article as saying that "the real selling of homes is done by the speculative builder and that 70 per cent of the homes sold are sold by this method and that the speculative builder is in most cases a carpenter-contractor."

The speculative builder today is providing approximately 70 per cent of all the new homes and apartments. Since the war these men have been quite rapidly taking over the residential building of the country, and have consistently built more than 50 per cent of such structures within the last four years. Investigators now agree that the percentage will run as high as 90 per cent within a few years.

The important part of it is that the speculative builder is not in most cases a carpenter-contractor, but a real estate operator or realtor. It is true that some carpenter-contractors and some of a good many other professions are building homes and apartments for others on a speculative basis, but I am sure that if you were to investigate this building throughout the country, you would find at least 90 per cent of it being carried on by realtors.

H. H. BEDE, *Adv. Manager*,
National Real Estate Journal,
Chicago.

A Representative Replies

AS I am a publication's representative, I am quite interested in Mr. Lemperly's letter in your editorial columns recently. Frankly, I have a good deal of sympathy with him; and I also have more sympathy with the agency.

It is my great privilege to enjoy a large number of agency friends here in the New York territory, and very often while I am interviewing them it is amazing to me to see the amount of patience they display with the enormous number of representatives who call to see them—the courtesy seems never ending and never failing.

In the final analysis, however, I am selling something, and the only way I can sell in the majority of cases, is to get in contact with my prospective customer. I am wondering what Mr. Lemperly's attitude would be if all the hardware stores or distributors of Sherwin & Williams products sent him a letter and told him that they couldn't possibly interview any salesmen from S. & W. and other paint concerns.

When you boil the whole thing down, isn't it a question of cooperation?

We are all in business to make a living and to make that living not at someone's expense but rather, in the spirit of service and cooperation.

Apparently Mr. Lemperly's idea is to interview these representatives only when he wants something, and only indirectly. Isn't it a little selfish?

J. STRICKLAND KING, *Eastern Mgr.*,
National Petroleum News.

EDITOR'S NOTE: Mr. King's letter is the first of a veritable deluge of comments on our recent editorial. Numerous others, commenting on both sides of the question, will be published in our next issue.



ROSS CRANE

as sketched by

Who's Who in America

Architect, Decorator, Art Critic and Lecturer

Six years Director of Extension Department of Art Institute of Chicago

Founder of Better Homes Movement and Better Homes Institute

Author of "The House and Home Builder," "Home Furnishing and Decoration"

Educational Director of the American Homes Bureau

ROSS CRANE

Director of the American Homes Bureau and a National Leader in Home Decoration Has Joined the Editorial Staff of

Better Homes and Gardens

FOR years, Ross Crane has had a prominent part in developing greater interest in attractive interior furnishing.

Through his authoritative books on Interior Decorating, Ross Crane has contributed much to the beauty and good taste of thousands of American homes.

Beginning with the January issue, Mr. Crane will conduct the Interior Decoration Department of BETTER HOMES and GARDENS with an article in every issue of the magazine.

Securing Mr. Crane to take charge of this important work is directly in line with the editorial character by which BETTER HOMES and GARDENS has built a circulation of more than 850,000.

850,000 CIRCULATION GUARANTEED

BETTER HOMES *and* GARDENS

E. T. MEREDITH, PUBLISHER *DES MOINES, IOWA*

We are viewed with alarm —two years ago

Just two years ago this issue, "A & S" ran this editorial:

Advertising's Gravest Problem

We think the gravest problem facing advertising at this time is that of digesting and assimilating the mass of organization and standardization it has swallowed in the past few years without sacrificing the very elements that make for effective advertising, namely, originality and individuality.

"Bunk," says we, "and Kendall didn't really mean it!"

Does A & S have an editorial closing date? An editorial schedule for months ahead? Editorial rules about dotting eyes and crossing tees? A standard time for getting on the job, a standard make-up, a standard aim in life?

You bet it has and yet it sparkles twice a month in spite of "standardization."

* * *

Once a western magazine had an original and very individual editor. Sometimes, though, he was hard to locate. One editorial closing day, so the story goes, he cabled the bulk of the issue from Paris. That was the end of *that* job.

Then he joined an agency. Principals and clients might tear their hair and closing dates go hang. Folks who wanted this chap's stuff had to wait until his hunches worked. Good stuff, too, when it arrived but soon he went away from there. An "ad" in time had proved worth nine.

* * *

Nobody wants to standardize *expression*, but advertising machinery has become too intricate not to run on a well-oiled schedule, with every false motion out that can be cut.

Nobody around our shop wants to *hamper* the creative man. On the contrary, we want to create more time for productive work by showing him short-cuts to make necessary routine easier.

Lynn Ellis has been doing just that for fifteen years—teaching his men to save themselves and yet keep time by the forelock. His crews withal have batted high in quality of output, as keen for original and individual expression as the wildest genius that ever ignored a closing date.

* * *

No, Mr. Kendall, standardization of things that *must* be done again and again is not the gravest menace to effective advertising. The danger lies rather in keeping on with the old idea that successful advertising is inspired, when nowadays we see it more and more as a sober engineering problem.

It's time to revise that editorial. We might suggest an old Burroughs text, "Since all are agreed that two and two make four, why not put the brain to nobler tasks?" Only Lynn Ellis, Inc., aims to save a higher type of brain than did the adding machine.

We believe the advertising executive is more than ready for simplified practices that will save creative manpower. We've given you a 13-time contract in order to tell your readers about the first and only corporation in the world dedicated exclusively to betterment of the advertising service machine.

Tell them to get our "What Next?" folder, all about our betterment engineering service—you get one, too, before rewriting that editorial.

LYNN ELLIS, Inc.

Advertising Relations and Management

One Madison Avenue, Room 346, Desk C—15 New York

Inflated Circulations

[CONTINUED FROM PAGE 38]

of waste and loss. Evening papers which are issued early in the morning and morning papers which are issued early at night, in the main, represent nothing but forced figures. They are unsupported by the news and by natural reader demand, and secured usually by the indirect payment of men and boys with whom arrangements are made to make a showing of an average "net paid" sale.

As many of you are aware, this is known in the circulation "game" as "eating returns." The publisher sets up the hypocritical explanation that he is "getting representation." What he actually does is pay a news-boy, or usually a grown man and some "strikers," a certain sum per week to push his paper during unusual hours at points where no legitimate demand would yield to the boy enough profit to warrant his putting in his time. The boy pays for a certain number of papers every day, whether he sells them or not. He can afford to do this and still have a handsome profit because of the weekly cash payment made to him for "representation," or on some other account. The result is increased "net paid" circulation which is false.

When carried through on a large scale by one or two papers in a given field it compels others to meet the situation or forego adequate selling outlets on the streets.

Another abuse, intended to accomplish the same purpose is the rebate to wholesalers in return for payments to the circulation department, which represent supposed net sale of papers, when in truth the actual sale is much below the figures reported.

A favorite trick is that of making so-called "transportation allowances"; i. e., payments to dealers for alleged truck service or for shipments by trolley, bus, or any other means of transportation, when no transportation of the value indicated by payment is rendered. These schemes are not confined to the large cities and to the sensational newspapers; they have now spread to many smaller cities.

All of these subterfuges, and others, are employed in the wild scramble for figures of circulation. Some publishers will deny their existence, most of them will contend I overdraw the picture, but all who are impatient with the present situation know that the waste and loss which they represent should be stopped, and will admit that these schemes are being employed to an alarming extent.

One development, growing out of the struggle for numbers, which has begun to attract considerable attention is the so-called "combination" newspaper. It is worthy of more careful study on the part of advertisers than it has yet received, because it represents, as it is usually operated, one of the most

FREE S. ROLAND HALL'S NEW GREAT BOOK—GETTING AHEAD IN ADVERTISING AND SELLING!

There are no strings attached to this offer—no salesmen—nothing to pay. In order to introduce you to the books of S. Roland Hall, we will send you, ABSOLUTELY FREE, his latest book GETTING AHEAD IN ADVERTISING AND SELLING. This meaty little volume tells you how to break into the advertising and selling field—how to get a job and how to hold it; how to get spare-hour experience; how to establish your own advertising service business. This book is yours, FREE for the asking. Send for your copy today—NOW!

McGraw-Hill Book Co., Inc., 370 7th Ave., New York

Researches for New Copy Slants

The right way to strike a fresh advertising copy note is have us make a survey of copy appeals. A nation-wide organization is ready for the purpose; and on household goods we have the Applecroft Home Experiment Station available.

The Business Bourse

J. George Frederick, Pres.
15 W. 37th St. (Wisconsin 5067) New York
In London, Business Research Services, Ltd.

Every Extensive and Intensive Farm Paper Investigation Shows the Local Farm Paper First in Reader Preference

Any advertiser or agent who really wants to find out for himself, should take an automobile trip through some of our great mid-western or far western agricultural states.

The great distances between farms, the obvious difference in local conditions soon show that it is economically impracticable for a national farm paper to get or hold anywhere near as much R. F. D. circulation per state as the local farm paper and impossible to compete in *sustained* reader interest.

If the state farm paper is first in circulation and first in reader preference, it must be first in advertising value.

Would anybody like to take a trip?

E. Katz Special Advertising Agency
Established 1888

Publishers' Representatives

Detroit
Atlanta
New York
Chicago
Kansas City
San Francisco

Can you write "copy" to fill a window?

The periodical copy you are preparing may direct readers to let's say 3000 windows. Question: Do you know how to make the windows complete the sale? Can you prepare window material that will above all things BE USED? Natural advertising equipment — this ability with window "Copy." Basic principles for you in the

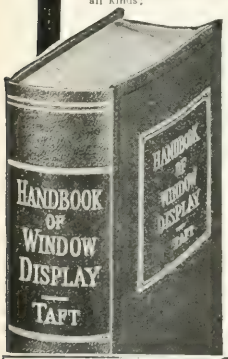
Handbook of Window Display

428 pages, 5x8, Flexible
$5.00

This is the first handbook to cover completely and authoritatively the entire subject of window display principles and practice. It is literally an encyclopedia of window-display plans, working methods, kinks and expedients, every one of which has been successfully tried out by well-known retail stores in every part of the country. It is THE one standard working manual for manufacturers who prepare "dealer help" material, display men, students of window-dressing, merchants and advertising men.

Some Important Features

—158 photographs showing windows of all kinds;
—48 drawings illustrating points in the text;
—the effective use of "dealer helps" — how these should be prepared and distributed;
—the value of motion in display; how to secure it;
—a separate chapter on the use of color in the window;
—discussion of the use of window and price-cards and how these should be prepared;
—selection and care of wax figures, etc.;
—a chapter on draperies;
—60 pages dealing with proper lighting of windows.



EXAMINE IT FREE

McGraw-Hill Book Co., Inc.,
370 Seventh Ave., New York.

Send me my copy of Taft's HANDBOOK OF WINDOW DISPLAY. I agree to return the book to you, postpaid, in ten days, or to send you $5.00 in full payment.

Name .....
Address .....
Position .....
Company .....

A F 11-17-26

inexcusable methods of getting money out of the advertiser without value received which has appeared in the publishing field in the last twenty years.

The "combination" newspaper and its "combination" rate is frequently the result of a fight for circulation, the cost of which outruns the increased revenue which can be gouged out of the advertiser. Very often, however, high powered circulation methods and deliberate inflation are the consistent consequences which follow the combination of two newspapers.

A morning paper suffering from too much expense or bad management is joined with a prosperous evening newspaper which advertisers want and feel they must have, or a weak evening paper is joined with a strong morning paper.

There is a lot you can do to remedy unsound practices which exist in the advertising field. Whether we consider out-door advertising or street car advertising, or magazine advertising, direct mail advertising or newspaper advertising, all of them are making their fair share of contribution to waste and loss and inefficiency. In the main they are highly productive and highly valuable. You cannot do business without them. The amazing thing about advertising is the results it produces in the face of all the waste, but these facts do not provide excuses for any of us to refrain from taking obviously necessary steps to improve present conditions.

The test of any common sense advertising and selling campaign is not merely that it brings success but that it produces a given result at the lowest proportionate cost.

Sales Outlets

[CONTINUED FROM PAGE 24]

come to my attention in the new alignment of retailer and manufacturer. As a wholesaler's functions are threatened by "direct" selling of the manufacturer to the trade, so is there emerging "inside buying" and "inside prices." Where the manufacturer has financed the dealer, or set him up in business, the manufacturer's best security for his "deferred assets" lies in the dealer's profits.

Only when the dealer makes money is there hope of the maunfacturer's "advance" ever coming back.

Within four months a candy manufacturer showed me a list of eighty-one identical telegrams, in the form of night letters, which he was sending to that number of "stores" in which he had "some of my money tied up," as he phrased it; a Maryland cannery told me of giving eight days' "advance notice" to six favored brokers for their 1926 pack, although ten times that number of brokers represent the company in the market; while the automobile president, whose comments have

DISPLAY advertising forms of Advertising and Selling close ten days preceding the date of issue.

Classified advertising forms are held open until the Saturday before the publication date.

Thus, space reservations and copy for display advertisements to appear in the Dec. 1st issue must reach us not later than Nov. 22nd. Classified advertisements will be accepted up to Saturday Nov. 27th.

The Lillibridge Viewpoint

Number Seven *Issued by Ray D. Lillibridge Incorporated* *New York*

Waiting for the Train Down in Texas

PAT NEFF was standing on the station platform of a small Texas town waiting for a train one hot summer day when an old Panhandler came up.

"Waitin' for the train?" he asked.

"Yes," said Neff. "Late, isn't it?"

The old man shielded his eyes with his free hand and took a long look up the track, which extended in a straight steel line to the distant horizon.

"I reckon it *is* a bit late," he drawled, looking at his great soda-cracker of a watch. "It's due in an hour—an' I don't see it nowhere!"

§ § §

Frederick Collins tells this story in his book, *Our American Kings*. It is a good story for metropolitan advertising men to read to remind themselves that America is a vast country, and that the distances involved in national distribution are not all physical distances: there are wide mental distances, too, which must be taken into account in preparing advertising messages.

Circulation: A State of Mind

LE BON, the French psychologist, declares that a crowd is not a mere aggregation of people, but a state of mind.

That is why it is quite as important accurately to judge the mental temper and tempo of the people forming your market as it is to know the circulation figures of the mediums you plan to use.

This year's subscription list of any magazine or newspaper is different from last years, because it has changed its ideas about some things—is in a new state of mind.

Important for advertisers to realize.

WE subscribe to Harry Tipper's observation: "The final purpose of advertising is not to prove the comparative superiority of the article in competition. The object of advertising is to take it out of competition, that it will no longer be compared but will be accepted by the buyer."

Idea for Association Advertising

ONE of the problems that confronts every association that plans a cooperative advertising campaign is that of finding an idea big enough and broad enough to represent the whole association.

We have such an idea, fundamental in character, but adaptable to an association in any one of several fields, which we would be glad to explain to any group of interested association principals. We believe it will clear up the whole problem of association advertising for them and give them a start along sound lines, and one that will win the enthusiastic support of their membership.

Realities

IT is the realities of the present period of American life, with old markets and old methods passing and new problems confronting business at every turn, that make it important that the old loose habits of thought about advertising and selling be abandoned and all efforts focused sharply on definite objectives.



THE "GOOD OLD DAYS!" If the plumbing estimate tempts you to cut, remember this: The prehistoric plumber ran piping exposed. He used iron and steel. If this piping corroded and leaked—which it always did—that was another day's work. He didn't expect any job to be other than temporary. But the modern plumber has more at stake. His piping is concealed behind plaster and tile. If his work fails, it wrecks a thousand dollar investment. Pipe today must give permanence. So he urges brass pipe, and he puts it in to stay. Even between brass pipes, there are differences. One has an extra ounce of safety.—ALPHA. Its extra copper content guarantees that. You can tell that ALPHA is different; it is more golden in color, makes tighter joints, and completely resists corrosive waters. How much more does it cost? No more. Specify it by name, and identify it by the ALPHA trademark stamped into every foot of pipe. Made in the great modern mills of THE CHASE COMPANIES, Inc., at Waterbury, Conn.

ALPHA
Brass pipe
contains more copper

ONE OF *the first steps in taking a product out of competition is to take its advertising out of competition . . . . . In advertising Alpha Brass Pipe for The Chase Companies, Incorporated, we might show the modern bathrooms in which it is used, thus entering into "attention competition" with Standard and Crane and Kohler and the rest. Instead, we have harked back to the bathroom of the tin-tub and exposed-pipe days and dramatized the fact that, with un-get-at-able plumbing, concealed behind costly tiled walls, nothing less should be considered than "a brass pipe containing more copper."*

Mr. Calkins Coins a Phrase

EARNEST Elmo Calkins has put into words: this Thing that we who write advertising should guard against.

"The advertising tone of voice," he calls it.

We believe that the advertising tone of voice is as destructive to advertising effectiveness as was the sanctimonious sing-song of the old-time country parson to interest in salvation.

The business world is under debt to Mr. Calkins for this phrase, for its very coinage will help to cure the condition which it describes.

Add: Virtue of Budgets

SOME ways of spending an advertising appropriation are easier than others. One way is to spend recklessly but hopefully in large chunks. This way is sometimes highly profitable for all concerned; and then again, sometimes it is profitable for everybody but the advertiser.

Another and less spectacular way is to spend with a definite realization that every dollar must be wisely invested regardless of what methods or mediums may be involved or how much painstaking "follow-through" detail may be required. This way is pretty certain to work out profitably for the advertiser, but often not so profitably for the advertising agent. Yet it is this latter kind of unbiased counsel and willing cooperation in the bread-and-butter job of making sales or getting results that means the most to the advertiser and makes his appropriation go farther in the long run.

Because we insist on keeping ourselves in a position to work this way for our clients, we operate on a Fee-and-Budget system that effectually relieves us of all possible prejudice and pays us in direct proportion to the amount of work required by each client.

If you would like to know more about this Fee-and-Budget system, we'll be glad to send you a folder which explains it.

RAY D. LILLIBRIDGE INCORPORATED
Advertising
NO. 8 WEST 40TH STREET · NEW YORK
Telephone: Longacre 4000
Established in 1899

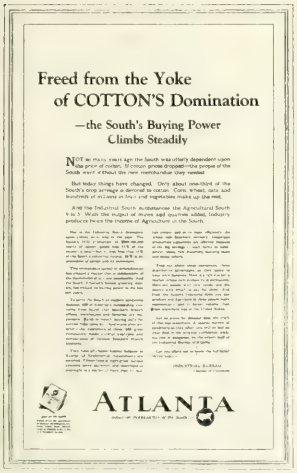
6131-7

already been quoted, stated as his objection to his executives becoming silent partners with retailers his belief that:

"By coding their messages they manage to give some sales agencies dope they shouldn't have. The others learn of it, and are mad. Such things bust up the loyalty of one lot of agencies faster than we can build it somewhere else. A corporation can't expect loyalty if there's favoritism floating around."

Atlanta Advertises

LAST February Atlanta broke her first copy. The campaign is of a new type and the results, to date, will be interesting to advertising


Freed from the Yoke
of COTTON'S Domination

—the South's Buying Power
Climbs Steadily

ATLANTA

men; especially to those who are dallying with the thought for their own communities.

Atlanta's advertising is appearing in thirty publications, of which more than twenty are specialized trade and technical papers, and the copy is specialized to fit the media.

Carefully prepared messages express Atlanta's belief that that particular industry can profitably make use of Atlanta's advantages.

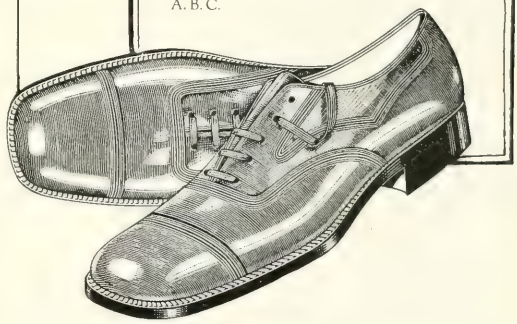
In the general media—publications selected for their appeal to broad executive groups—a more general message along the same lines is appearing.

The results of this are interesting. During 1925, when there was no campaign appearing, there came to Atlanta eighty-three new concerns, with a total annual payroll of $4,500,000. The advertising began in February. By July as many new concerns had joined Atlanta's industrial and business ranks as came during the whole twelve months of last year. And today—nine months since the copy started—the advertising has swelled the total to more than 700 well-known concerns within the city.

As advertised in the
BOOT and SHOE RECORDER
BOSTON

American Footwear is the criterion the world over. Yet no American footwear is more favorably known in any country than WALK-OVER shoes for men and women. For many years the pages of the Boot and Shoe Recorder have been an efficient carrier of this international reputation of the Geo. E. Keith Company of Campello, Brockton, Mass.

A. B. P.
A. B. C.



Chicago New York Philadelphia BOSTON Rochester Cincinnati St. Louis

BAKERS' HELPER CHICAGO
A.B.P. and A.B.C.
Published
Twice-a-month

Bakers' Helper has been of practical service to bakery owners for nearly 40 years. Over 75% of its readers renew their subscriptions by mail.

New York Office
17 E. 42nd St.

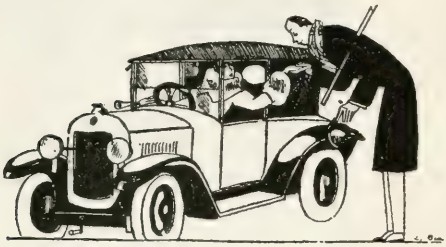
431 S. DEARBORN ST.,
CHICAGO, ILL.

American Lumberman
Est. 1873 A. B. C. CHICAGO
With over 100 paid correspondents in the largest producing and marketing centers the American Lumberman—published weekly—effectively
COVERS LUMBER FIELD

HOTEL EMPIRE
New York's newest and most beautifully furnished hotel—accomodating 1034 guests
Broadway at 63rd Street.
ROOM WITH PRIVATE TOILET
$2.50
ROOM WITH PRIVATE BATH
$3.50

Circulation - - - - - in ARGENTINA

the kind that counts!



ARGENTINA is Uncle Sam's **second best customer for automobiles,** out of more than 60 countries in the world; and the yearly increase in Argentina's automobile imports from the United States tells an interesting story.

1924	12,219 cars
1925	31,489 "
Increase	**19,270** " or **157%**

ARGENTINA is an **ever-expanding** field for American automobiles. The people are buying **more American** automobiles each year.

LA NACION, the newspaper with the circulation of **the kind that counts** in ARGENTINA, receives the preference of shrewd advertisers who are having remarkable success in reaching these live prospects. Hence—

LA NACION runs practically **three times** as much linage in American automobile advertising as its nearest competitor.

	LA NACION	Nearest Competitor
July, 1926	**29,036 lines**	10,444 lines
August, 1926	**26,502** "	9,399 "

LA NACION has the LARGEST circulation of any newspaper in Buenos Aires and is the ONLY newspaper in South America with a duly AUDITED and CERTIFIED circulation, along A. B. C. lines.

LA NACION is the "royal road" to the purchasing power of a fertile market—ARGENTINA.

"Ask LA NACION about Argentina"

Editorial and General Office in the United States:
W. W. DAVIES
Correspondent and General Representative
383 Madison Ave., New York

United States Advertising Representatives:
S. S. KOPPE & CO., INC.
Times Bldg., New York
Telephone: Bryant 6900

Write for "Advertising in Argentina" and "Certified Circulation," by Dr. Jorge A. Mitre, Publisher of LA NACION

NEW DESIGN!!
MECHANICAL ADVERTISING BOOKS



Tell the entire selling story of a product, a service or a store. They are an authoritative medium.

4 Pages
1 Leaf Turning
$71.50

8 Pages
3 Leaves Turning
F.O.B. Factory
$125.00

Write for descriptive circular and quantity discounts

CHESTER MECHANICAL ADVERTISING CO., Inc.
430 West 45th St. New York, N. Y.

MOVING

Be sure to send both your old and your new address one week before date of issue with which the change is to take effect.

Are Repeat Orders a Good Sign?

By Harold F. Marshall

Advertising Manager, Warren Webster & Company, Camden, N. J.

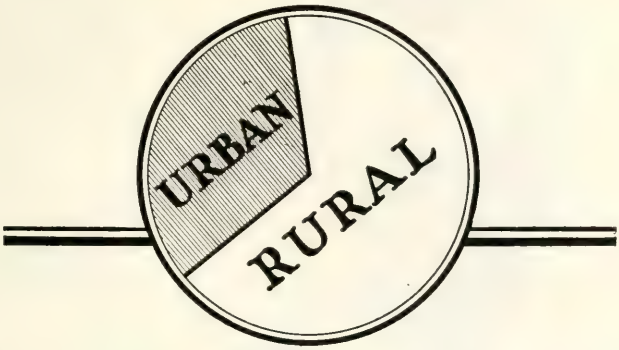
"OVER sixty-five per cent of the 'Blank Ding Bats' are now being sold on repeat orders." "Eighty-five per cent of our clients call us in a second time." Such is the testimony to which many manufacturers "point with pride." The fact that a large percentage of the business consists of repeat orders is offered as evidence of dependable design, superiority of product, and what not.

Has anyone ever questioned the soundness of such evidence? Of course if the buyers of the product are dealers there is no doubt that repeat orders do indicate consumer satisfaction. But even in this field an excessive percentage of repeat orders may indicate the opposite of progress: stagnation. Suppose one hundred per cent of the business consisted of repeat orders. Such a condition would indicate a complete failure of the sales force to develop new customers, new accounts, and new uses.

It is the manufacturer selling to industry who prides himself most on "repeat order" business, and it is in this field in particular that the indication of satisfaction afforded by repeat orders should be most emphatically "viewed with alarm." Does it indicate a sales force that, having plowed an initial acreage is now reaping repeated harvests while gradually but steadily "starving" the soil? Does it indicate that highly paid salesmen have ceased to function as sales developers and are being paid a large income for taking orders which come in largely as a result of a reputation established by the operation of the product itself? Are the salesmen, like life insurance agents, collecting each year a "commission" for a once-sold policy?

Take another angle to the problem that may and does exist in many cases. Let us suppose that sixty-five per cent, or more or less, of the products are sold in repeat orders. Perhaps there are 100 salesmen and a large majority of the sales are being made by them to 500 customers. Will an analysis of your sales record show that for the 500 repeat-order customers there are 5000 one-time buyers—who are one-time buyers mainly because the inertia of self-satisfaction in your men and in your company is retarding the work of developing this latter and larger group?

To all "old established concerns" we suggest a digging into the files and a checking-up. Instead of "pointing with pride" to the repeat-order business, begin to check up the rate at which new accounts are being added. One of the interesting proofs that "advertising does pay" is that the new accounts are usually found to be



The Rural Market is Larger 2 to 1

SIXTY-FIVE per cent of the population of the Southwest is rural. Only 35 per cent is urban.

These are federal figures. In the seven-state area surrounding Kansas City the country people outnumber the city dwellers two to one.

The rural market has twice the potentialities of the urban market—twice as many people to buy motor cars, clothing, foodstuffs, furniture, radios and the other things that make for human comfort and happiness.

The most popular farm weekly in this great agricultural area is The Weekly Kansas City Star, with a paid circulation of 430,000 copies. It reaches 59% of the farm homes in Kansas and 41% of the farm homes in Missouri. It likewise has the largest percentage of rural route circulation of any farm paper in these two states.

Don't pass up two-thirds of the Southwest. Use The Weekly Kansas City Star, at the lowest farm paper rate in America. Or, better still, use it in combination with THE DAILY or SUNDAY Star and capture the whole market, urban and rural.

Daily or Sunday Star advertisers may use The Weekly Star at a discount of 25%, thus bringing the already low rate of The Weekly Star down to 75 cents a line for 430,000 rural circulation. This is the rate on a basis of half-page space.

The Daily and Weekly Star circulation exceeds 900,000 copies. The Sunday and Weekly circulation exceeds 700,000 copies.

Write for details or ask your advertising agent about the most amazing bargain ever offered in urban and rural coverage.

The Weekly Kansas City Star.

430,000 Paid Circulation

New York Office, 15 East 40th St. Chicago Office, 1418 Century Bldg.



Sell and prove first—advise afterward

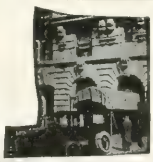
Marquis Regan

We have a practical method for un-knotting sales problems—but no formulas. Every business *is* different! In the field sales laboratory we give product, policy, plan and personnel the acid test and, ourselves—by selling—demonstrate what will work best.

MARQUIS REGAN Incorporated

SALES COUNSELORS··270 MADISON AVE. N.Y.

It makes sense that our practical test methods prevent waste and loss. Why gamble on men and ideas? You can find out, on a small scale, exactly how sales and profits can be increased—and then expand without speculating. Write for details or for appointment.



HOTEL ST. JAMES

109-113 West 45th St., New York City
Midway between Fifth Avenue and Broadway
An hotel of quiet dignity, having the atmosphere and appointments of a well-conditioned home. Much favored by women traveling without escort. 8 minutes' walk to 40 theatres and all best shops.
Rates and booklet on application.
W. JOHNSON QUINN

If it marks a milestone in dealer co-operation it's an

EINSON-FREEMAN WINDOW DISPLAY

511 E. 72d St.
Rhinelander 3960
New York City

Specializing in window and store display advertising

"among the missing" when advertising plays an unimportant part in the sales operation.

A high percentage of repeat orders may be fine evidence to show a "prospect"; it may indicate to the manufacturer that design and construction are about right; but to the sales or advertising analyst or manager it should be considered a suspicious character to be put through the "third degree."

A. N. A. Elects New Officers

At the annual meeting of the Association of National Advertisers, held at Atlantic Cty on November 9, the following officers were elected: President, S. E. Conybeare, assistant sales manager in charge of advertising, Armstrong Cork Company, Linoleum Division, Lancaster, Pa.; first vice-president, W. A. Hart, director of advertising, E. I. du Pont de Nemour & Company, Inc.; second vice-president, Verne Burnett, secretary, Advertising Committee, General Motors Corporation; third vice-president, Arthur H. Ogle, advertising manager, The Wahl Company.

The following directors were elected whose terms expire in 1929: W. K. Burlen, advertising manager, New England Confectionery Company; C. F. Beatty, advertising manager, New Jersey Zinc Company; M. B. Bates, advertising manager, Life Savers, Inc.; and T. F. Driscoll, advertising manager, Armour & Company. Everett Smith, advertising manager, Fuller Brush Company, was elected to fill the unexpired portion of Mr. Ogle's term (to 1927), Mr. Ogle having been elected vice-president.

The remaining directors are: F. Dickinson, advertising manager, Hupp Motor Car Corporation; R. N. Fellows, advertising-sales manager, Addressograph Company; C. Gazley, assistant general sales manager, Yawman & Erbe Manufacturing Company; B. Lichtenberg, assistant director of advertising, Alexander Hamilton Institute; E. T. Hall, vice-president, Ralston Purina Company; Evans E. A. Stone, advertising manager, Chemical Products Division, Standard Oil Company of New Jersey; W. W. Wachtel, advertising manager, Loose-Wiles Biscuit Company; P. B. Zimmerman, advertising manager, National Lamp Works of General Electric Company.

Convention Calendar

FEBRUARY 26-28, 1927—Eleventh District Convention of the International Advertising Association, Greeley, Colo.

JUNE 26-30, 1927—Fourth District Convention of the International Advertising Association, Daytona Beach, Fla.

OCTOBER 19-21, 1927—Direct Mail Advertising Association, Chicago.

1927 (dates not yet decided)—Outdoor Advertising Association of America, Atlantic City, N. J.



IT TAKES A MAN OF VISION TO SEE A PROMISED LAND

Moses, like all great leaders, was a man of vision. His people down in the plain below saw only a trackless wilderness, but Moses from the mountain top looked over Jordan and saw "a land flowing with milk and honey."

Men of vision today are looking out in the rural districts where they see more than mere straggling farms and villages. They see a promised land of increased sales, and they are making every effort to gain the ear of the new and vigorous market that has sprung up out there.

Every month Comfort Magazine talks to six million faithful readers, most of whom are part of that market. Into the million homes of its old friends—friends of thirty-eight years' standing—it is ready to carry your message about your goods.

COMFORT

THE KEY TO HAPPINESS AND SUCCESS IN OVER A MILLION FARM HOMES

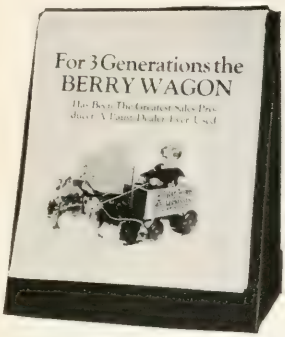
AUGUSTA, MAINE

NEW YORK, 250 PARK AVENUE · · CHICAGO, 1635 MARQUETTE BUILDING

LAST FORMS CLOSE 28th OF SECOND MONTH PRECEDING DATE OF ISSUE

"—has proved to be just what the men wanted—"

Berry Brothers



The Pyramid Sales Portfolio is "opening more new accounts and selling more to the old customers," writes Berry Brothers. Better still, read for yourself the letter written by Mr. C. L. Forgey, Advertising Manager:

"The Pyramid Sales Portfolio you built for us was demonstrated at our recent sales convention and has proved to be just what the men wanted. Now that the men are back on their territories, we are hearing from them as to the results, and they surely are opening new accounts and more, they are selling more of our line to their old customers.

"This, of course, is brought about thru the fact that they have a complete story visualized which strengthens the old house in the minds of those who already thought well of it.

"To work without a demonstration such as this portfolio is like playing ball without a ball.

"In these days of intense selling such a thing is absolutely necessary.

"We want to thank you again for your very good co-operation in planning and bringing this sales presentation to a reality."

Ask the man who uses one."

Complete information will be gladly furnished upon request.

Pyramid Sales Portfolio

U. S. Patent No. 1577697



Book-art superfinish, looseleaf sales portfolios for Sales Presentation.

Michigan Book Binding Company

Schmidt Power Bldg., Detroit, Michigan

On Buying Space

[CONTINUED FROM PAGE 36]

One advertiser of my acquaintance handles this matter in a manner which seems to me more intelligent than the usual procedure. He first lays out his publication space-schedules on a basis which he and his counsel agree upon as adequate to the normal, expected requirements of his sales program. He then does the same thing with his direct mail and printing program. Then he establishes his art and engraving budget.

WHEN those necessities have been provided for, he goes down his cost sheets once more and establishes what might be termed his "elasticity factor" or "emergency appropriation." Against each former item he places a second sum which is thereby made instantly available in case its expenditure becomes advisable.

Two developments are regarded as bringing about such a possibility:

First, a considerable change in business or competitive conditions, calling for prompt and aggressive advertising action.

Second, the discovery or development of unforeseen advertising material which, for adequate handling, requires more than the usual space size. For one of the publications on his list, this "elasticity factor" permits—should conditions justify—the use of double pages in place of single pages on 25 per cent of the insertions. In this instance the publication is a business paper which carries all of his detailed announcements and similar news to his most important market. He has found from experience that this is a far more satisfactory method of operation than to attempt to cramp two-page stories into single pages or to take the other alternative and use double pages at the expense of later continuity.

When this advertiser is away from his office his advertising manager and agency are entrusted with full authority to take emergency action in his absence. The result is a use of advertising which is the envy of others in his field, who have not discovered the secret behind its unfailing timeliness.

By refusing to consider any particular space unit a *sine qua non* or a *ne plus ultra* he freed himself and his advertising from an unprofitable restriction. And he then carried his reasoning to the next logical step and made his whole program equally flexible and mobile.

It is my conviction that there are scores of other advertisers who could also profit largely by similarly shattering their rigid habits as to space size and their habits of thought as to the sacredness of pre-ordained budgets.

* * *

The third topic which I would like to introduce is more in the nature of a query than a comment. I cannot present any illustrative evidence.

A man's legs, so we are told, should be long enough to reach the ground. Similarly, it is growing to be the universal professional conviction that a piece of copy should be long enough to present its message adequately. (Some advertisers still insist that the only effective copy is copy of almost poster-like brevity, but few agency copy-chiefs persist in holding that theory.)

Now, granted that a piece of copy should be long enough to tell its story adequately, it would seem that this matter of determining the size of space unit to be employed would in some degree hinge upon the amount of space required by the copy itself, plus the additional space needed for proper illustration and other component parts. With these two factors determined, it would then seem that the choice of space size would be further affected only by considerations of trade effect (i. e. "dealer influence") and the desirability, if any, of paying something more as a premium for the attention-value of additional area.

Certainly this procedure does not sound illogical, and yet, so far as my own observation and experience go to show, few space sizes are selected on any such basis.

Both in advertising department operation and in advertising agency practice the rule seems to be "decide on a publication, decide on the size of space, and then send through instructions to supply that space with copy and illustrations to fit it."

Am I wrong in this?

IS any material precentage of space purchased *after* consultation with the man who will be required to use it and *after* he has given his opinion as to whether the particular size of advertisement scheduled is adequate, or over generous. Isn't it far more usual to make the decision arbitrarily on the basis of pages, half-pages, quarter-pages or less, purely from cost considerations, and put it up to the copy-writer to make the best of it, even though his effort must prove in many cases a misfit?

This particular question was brought to mind by the memory of an incident in a certain space buyer's office, which was unprecedented in my travels and hence made a deep impression on me.

After some consistent cultivation I had finally convinced this agency space-buyer that my publication would be an effective and profitable addition to a certain manufacturer's list. He had admitted it and I was waiting to hear his verdict as to the amount of space he would buy, when something happened. He turned to the telephone and

A STEADY CLIMB

Local display advertising linage for three successive Septembers shows increased linage.

What factors have made for these successive gains?

Editorial and advertising merit!

Merit always wins.

Figures prove The Press' case. Read the local display advertising record of the three Memphis dailies (no Sunday figures included) for three successive Septembers:

	1924	1925	1926
The Press	*19,019 inches*	*29,229 inches*	*32,533 inches*
News Scimitar	*27,998 inches*	*27,121 inches*	*28,501 inches*
Commercial Appeal	*37,090 inches*	*37,888 inches*	*35,274 inches*

In 1924 The Press was a weak third.

In 1925 The Press was a weak second.

In 1926 The Press is a strong second.

—with a lead of 4,032 inches over the News Scimitar and only 2,741 inches behind the Commercial Appeal.

It's impossible to cover the city of Memphis without The Press' city circulation—it is FIRST, with a daily average for six months ending September 30th, 1926, of—

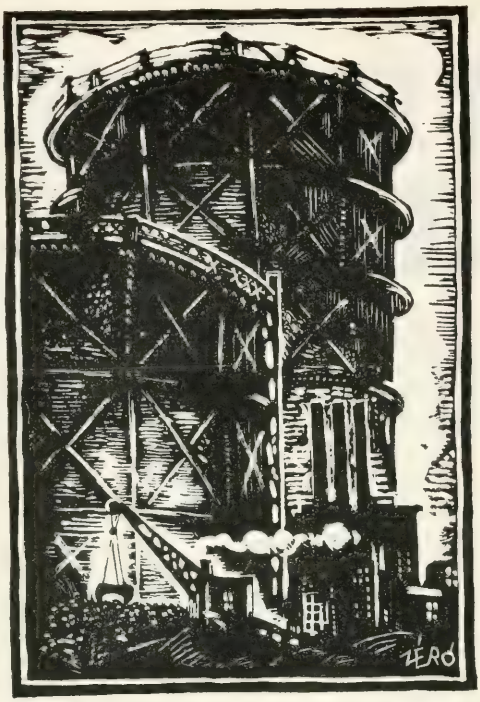
40,469

The Memphis Press

NATIONAL REPRESENTATIVES

ALLIED NEWSPAPERS, INC. 250 PARK AVE., N. Y. CITY

Chicago Seattle Cleveland San Francisco Detroit Los Angeles



GAS is destined to universal application. Its extension into all fields of industrial and domestic use leaves no doubt as to its eventual supremacy over all other fuels in the near future.

Equipping the gas industry for such a future involves the annual expenditure of a sum of almost inconceivable proportions. The gas industry is a ceaseless buyer of all types of engineering equipment and a multiplicity of other products. Here is a field in which appropriate merchandise will meet with tremendous success, and it is a market that is perfectly covered by Gas Age-Record.

We will be glad to advise you concerning the possibilities for your product in this field. You will incur no obligation.

Gas Age-Record

A. B. C. A. B. P.

"The Spokesman of the Gas Industry"

9 East 38th Street New York

We also publish Brown's Directory of American Gas Companies and the Gas Engineering and Appliance Catalogue.

asked a copywriter from an adjoining office if the latter could spare a minute. The copywriter came in and was asked this question: "How much space per insertion would you need to tell the John Doe story to ———?" (here he named the field reached by my book.) The copywriter thought a moment and finally answered: "I want some time on that. If you can wait till tomorrow I'll rough up some copy, sketch up a layout or two, and tell you definitely as soon as I'm sure." And that was the way it was left. I didn't get my order until the copyman had given his answer.

It was a new one on me, but the more I thought it over at the hotel that night the more it seemed to me that that agency was operating on a fundamentally logical track.

Brush and Palette vs. the Dictionary

[CONTINUED FROM PAGE 32]

to maintain the *status quo* on our moron population. If reading maketh a full man, a lot of our voters are going to be fairly empty above the ears as time and the picture-craze go on. Kids loved the *Chatterbox* mainly on account of the pictures, and some of their elders look to be in for a second lease on youth. But here—I promised not to be too hard on the "picture" rage.

To get back to shop, how does all this concern advertising men?

There is more of less of a trend, almost a school, of "illustration hounds" in advertising, as most of us know. The feud of the Brush & Palette vs. the Dictionary is not new. Forceful engraving propaganda has had its innings with most of us, at one time or another. What with axioms to the effect that your story in pictures leaves nothing unsold, and Chinese adages reporting the victory of 1 Raphael over 100 Shakespeares, we have had bad moments when we almost fired the whole copy staff. But, reason returning, we have thought better of the matter and decided to chance at least a caption under the all-powerful cut to explain that after the delectable heroine finished her washing at 6.45 a. m. she could sit around and wait for the neighborhood movie to open up.

The constant controversy for space between the artist and the copy writer in advertising seems to me quite superfluous. Admittedly there are things to be done, effects to be gained, which can be accomplished perfectly and preeminently by illustration. Likewise there are ends to be gained which can be gained only by word of type. To tempt a man to buy a specific motor car, for example, when all motor cars look more or less alike, by flashing a cut of that car before him, rather than by definite or indefinite selling argu-

ment couched in trenchant English, is a waste of space.

ONE criticism there is which a multitude of advertising illustrations at present deserve. That is lack of conviction. Perhaps the classic example is a home-owner exhibiting to his guests his house-heating apparatus—in a basement setting and all of the characters in full dress. Strained circumstances, unreal "prettiness" and too perfect perfection are risky ground for advertising art. Only in industrial advertising today are products and people generally pictured more or less as they actually are. This is really too bad.

The over-industrious retoucher has perhaps disillusioned the public mind of the belief that the camera does not lie. The erring artist has put wax dolls into "action" pictures, and especially into clothing illustrations, where human beings belong. I long for some automobile manufacturer to beat the over-worked picture game by having the nerve to show actually virgin-photograph cuts consistently. He would certainly be exclusive in his line to the n-th degree.

Whatever the place of pictures in good advertising, one can scarcely contend that their importance is being neglected, at least in many lines. The danger, if it lies anywhere, lies in pointing your finger at your product and growing tongue-tied. Show your product, by all means, but don't forget to *sell* it too. Advertising is not an art gallery altogether. Nor does the popular preference for no end of pictures prove that pictures alone will sell merchandise.

Imagine, for a minute, the probable success of anyone who attempted to replace the printed Bible with a picture Bible, and "sell" religion with that substitute. Art in advertising is the silent salesman. It suggests, but copy talks. As long as we have salesmen on the road, it's logical to believe we must have salesmen in the type font also.

American Society of Sales Executives Holds Elections

At the annual conference of the American Society of Sales Executives, held at White Sulphur Springs, W. Va., the following were elected to office:

H. W. Prentis, Jr., vice-president and general manager, Linoleum Division of the Armstrong Cork Co., Lancaster, Pa., chairman; Frank Hayden, sales director of Becton, Dickinson & Co., Rutherford, N. J., secretary, and F. E. Van Buskirk, vice-president of the L. C. Smith & Corona Typewriters, Inc., Syracuse, N. Y., treasurer. C. H. Ruhrbach, who has been executive secretary of the Society since its organization in 1918, was reappointed to that position.

Custom Cut Printing

While it is customary to pay a premium for anything custom made, printing by Goldmann is a happy exception to that rule.

Here at the plant of Isaac Goldmann Company there are no limitations of either mechanical equipment or personnel which require that you re-shape or prune your plans to fit our presses.

Cut your printing to fit your requirements and we will produce it without alterations. Or, we will *cut* it, as well as *produce* it for you.

ISAAC GOLDMANN COMPANY

Established 1876

80 Lafayette Street Worth 9430 New York

Questionnaires

DURING the World War there broke out a plethora of questionnaires.

The government started it, because masses of information were needed quickly. The questionnaire is one of the most effective devices for accumulating information rapidly and inexpensively.

Publishers were amongst the first to take up the questionnaire. And, it is still being extensively used by we boys. This is because the nature of the publishing business makes the questionnaire readily adaptable.

Most questionnaires issued by publishers are for the purpose of gathering what looks like information that looks favorable to the issuing publication.

A strong magazine can issue a clean-cut, honest list of questions and get information that will do it no harm. A weak magazine, feeling that it too must have results of a questionnaire to show, must resort to ingenious (if not ingenuous) devices to get some fake information.

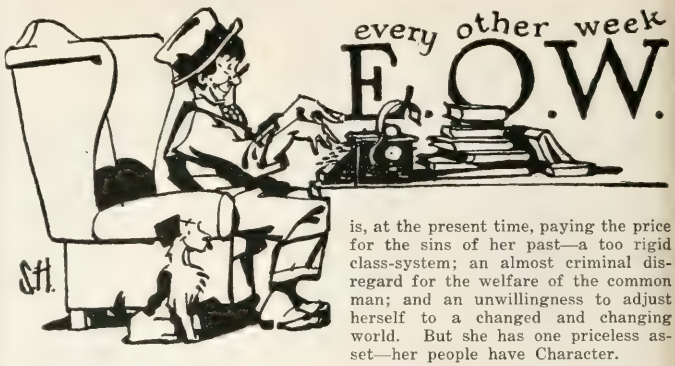
An agency friend of mine who knows beans when the bag's untied (which is the way they used to say a man "knows his groceries") told me of a laughable case where two magazines in the same field decided at the same time to work a questionnaire. One magazine was obviously much weaker than the other, yet the summary of its questionnaire seemed to prove that it was the stronger far.

In interpreting questionnaires, advertisers must bear in mind the purpose for which it was issued and analyze the technique of the questions.

A. R. Mayer.

for
INDUSTRIAL POWER
608 So. Dearborn Street
Chicago, Ill.

INDUSTRIAL POWER is its own questionnaire; i.e., its readers spontaneously yield accurate proof that they read INDUSTRIAL POWER and respond to its advertising pages.



Those one-piece bathing-suits

A friend of mine who spent an afternoon last summer at one of New York's bathing beaches, tells me that never again will he pay money to see a "girly-girly" show.

"Why should I?" he asked. "I had a bully swim, a sun-bath and a better 'show' than you'll find anywhere on Broadway—all for seventy-five cents."

A "Masterpiece"

Another "epic of the screen" was unreeled for the first time (in New York) last Sunday night, in one of Broadway's picture palaces. According to the press agent, this particular opus is a masterpiece—"the finest thing Miss What's-her-name has ever appeared in."

Maybe! Maybe! But I saw it five weeks ago, in an up-state village, whose total population is less than four hundred. Unaware that it was Miss What's-her-name's latest triumph, I assumed that it was something that had been ground out ten years ago; and not very good at that. I know better now. It's a masterpiece. Funny, though, that a picture which is thought good enough to be shown on Broadway should have appeared, weeks ago, in a tiny hamlet.

Salesmanship!

In response to my inquiry as to whether she carried such a thing in stock, the young woman in charge of one of New York's "health food" establishments produced samples of three cereal substitutes for coffee. I examined them casually and asked her which was best. She did not know, she said—"they're all about the same, I guess."

"Which do you use?" I asked.

"Me? I drink cawfee," was her answer. "My Gawd, mister, if I didn't have a cuppa cawfee first thing after I get up, I'd die."

Character

Don't make the mistake of thinking, from anything you may have read in this column, that I am an unfriendly critic of Britain and Britishers. The contrary is true. For both I have profound respect; and not only respect, but affection.

I do believe, however, that Britain is, at the present time, paying the price for the sins of her past—a too rigid class-system; an almost criminal disregard for the welfare of the common man; and an unwillingness to adjust herself to a changed and changing world. But she has one priceless asset—her people have Character.

The High Cost of Prize-Fights

Somewhere around $2,000,000 was paid by the—about—145,000 men and women who saw Dempsey and Tunney try to knock one another into insensibility. But, it seems to me, that amount, great as it is, was only a small part of what the fight cost.

The day of the fight and the day after, I rode in a dozen elevators and in as many street cars. Elevator men and street car conductors were lapping up the latest "dope" from Philadelphia. Temporarily, they were lost to the world of affairs. And I have no doubt that in thousands of offices, stores and factories something of the same sort was going on. The loss in production, 'round about that fateful Thursday in September, must have been terrific. I know of at least two periodicals which had to stop their presses and rip their forthcoming issues to pieces to prevent the appearance of articles which told "Why Dempsey Won."

They Mean Less Than Nothing

Says Floyd Parsons in "Everybody's Business" in a recent issue of *A. and S.*: "I have a collection of forecasts from our leading investment houses covering a period of about ten years, and a careful examination of these advices show that their percentage rating is very low in the matter of accuracy."

I amuse myself occasionally by reading the extracts from stockbrokers' letters which appear from time to time in some of the New York newspapers. Nine times in ten they are of the sort which the ancients characterized as Delphic—that is, they are so phrased that they mean less than nothing.

"Sell on rallies," one broker advises. But what if there are no rallies?

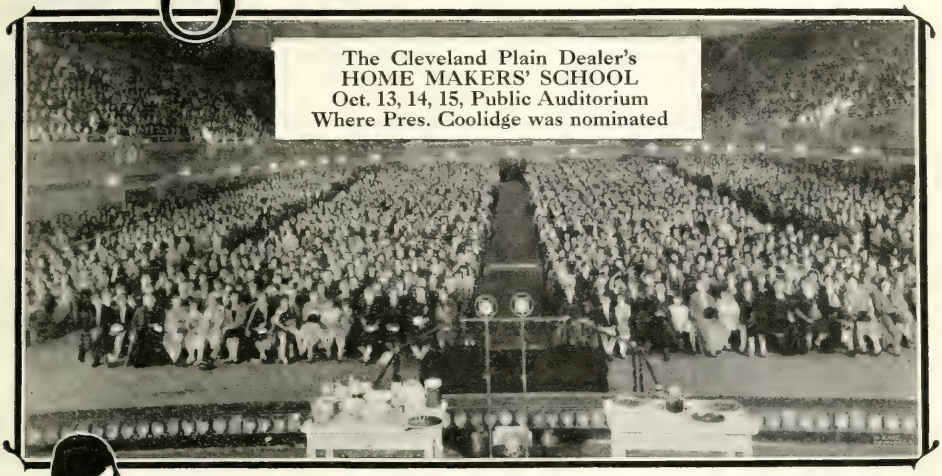
"Buy on breaks," says another. But what if there are no breaks?

He Was Right, After All

In an auction-room, recently, one of the floor-men tried to interest me in what he called a "refractory" table—"a dandy. Yes, SIR."

To show me how fine the table was, he proceeded to put it through its paces. In less than two minutes, it became quite evident that the table was all he said it was. It was refractory, beyond a doubt. JAMOC.

These 8000 Cleveland women



are representative of the

225,000 KEY BUYERS

who keep house with The Plain Dealer

THE American Woman is the KEY BUYER in every family. The man merely thinks he does the buying.

You're looking at 8,000 progressive, prosperous KEY BUYERS in this picture. Going to school again—to a COOKING School, too!

Eight thousand Managing Women in their 30's, 40's and 50's. Know a lot now—want to learn more. About BUYING food. About COOKING and serving food. About WHICH cereal, coffee, bread, tea, biscuit, flour or baking powder they should buy. About WHOSE canned vegetables or fruit is nearest Nature's. Or HOW refrigerating, washing, ironing, sweeping or cooking can be done electrically.

Eight thousand of the KEY BUYERS of everything used in Cleveland and Northern Ohio homes. All keeping house with The Plain Dealer! As their mothers did, as their daughters will.

Then visualize the PERMANENT Home Makers' School for Northern Ohio Women that's TWENTY-EIGHT TIMES as big as the one illustrated, that includes the 225,000 KEY BUYERS who are Keeping House with The Plain Dealer EVERY day!



and these 225,000 women buyers also buy—

Apparel
Automobiles
Books
Candy
Cleansers
Cloaks & Suits
Corsets
Cutlery
Dentrifice
Drugs
Electrical Appliances
Floor Coverings
Furniture
Furs
Gloves
Hair Goods
Jewelry
Knit Goods
Lingerie
Men's Furnishings
Millinery
Musical Instruments
Notions
Paints
Proprietary Medicine
Radio Equipment
Schools & Colleges
Sewing Machines
Shoes
Silks
Talking Machines
Toilet Requisites
Travel
Underwear
Vacuum Cleaners
Women's Wear

Every day through the PLAIN DEALER



The Cleveland Plain Dealer.

in Cleveland and Northern Ohio—ONE Medium ALONE—One Cost Will sell it

J. B. WOODWARD
110 E. 42nd St.
New York

WOODWARD & KELLY
350 N. Mich. Ave., Chicago
Fine Arts Bldg., Detroit

R. J. BIDWELL CO.
Times Building
Los Angeles, Cal.

R. J. BIDWELL CO.
742 Market Street
San Francisco, Cal.

Buildings
Carpeting
Windows
Heating Plants
Chairs
Typewriters
Desks
Pews
Chancel Furniture
Mimeographs
Multigraphs
Stereopticons
Moving Picture Machines
Books
Printing
Record Systems
Filing Systems
Safes

The Church Is the Most Stable Institution in the World

YOUR business may rise, flourish and fall. Nations and empires fade away. But the church has an appeal which lasts age after age.

Church Management

A Business Magazine for Ministers

gives you access to this field in which more than six hundred millions of dollars are spent annually. It is a non-denominational, non-propaganda magazine which goes to the responsible buyer in the local church. Goes only to bona fide, paid in advance subscribers.

Information and Rates on Request

CHURCH MANAGEMENT

626 Huron Road Cleveland, Ohio

94% Renewals

NINETY-FOUR PERCENT of the contract advertisers in The FORUM in 1926 have renewed their contracts for space in 1927, and at increased rates. This is striking tribute to the value already received, as well as recognition of the magazine as a rising market for quality advertising.

Member Audit Bureau of Circulations

FORUM

America's Quality Magazine of Controversy

247 PARK AVENUE NEW YORK

Bakers Weekly A.B.C.-A.B.P. New York City
NEW YORK OFFICE—45 West 45th St.
CHICAGO OFFICE—343 S. Dearborn St.
Maintaining a complete research laboratory and experimental bakery for determining the adaptability of products to the baking industry. Also a Research Merchandising Department, furnishing statistics and sales analysis data.

Topeka Daily Capital

The only Kansas daily with circulation thruout the state. Thoroughly covers Topeka, a midwest primary market. Gives real co-operation. An Arthur Capper publication.

Topeka, Kansas

RECENTLY PUBLISHED

BY R. OLDENBOURG, Munich. "Entwicklung Der Reklame vom Altertum bis zur Gegenwart" (Evolution of Advertising from Ancient to Modern Times). By Dr. Erwin Paneth with an introduction by Viktor Mataja.



This volume (in German) is an account of the history and evolution of advertising, done with the thoroughness that we have learned to associate with everything German. It has touched upon all forms of advertising and traced them to their sources. All that pertains to display and publicity, personal, institutional, and commercial, is here taken back through the centuries to Rome, Greece and the Middle Ages. The numerous and unusual illustrations are alone worth the price of the book. Illustrated. Price (sewn in paper covers), marks 10.50; (bound), marks, 12.50.

BY METROPOLITAN LIFE INSURANCE COMPANY, New York. "Merchandising Service by Newspapers." This leaflet is a brief report upon the merchandising services given by newspapers. It touches upon the standards, purposes, functions, and methods of this modern development.

BY HARPER & BROTHERS, New York. "A Sales Manager's Field Letters to His Men." By W. Livingston Larned. This volume covers most of the problems that surround salesman and sales manager alike. Written in an entertaining manner, the chapters consist of letters sent by a sales manager to various men under him, and the fresh, easy familiarity which the author injects into each missive makes the book worth the attention of all business men who are obliged to communicate in a friendly manner with a varied assortment of people. The problems discussed are those that inevitably arise in any sales force, large or small. Price $3.50.

The 100% Way Is the Best Way

ABOUT 60% of the population of the United States dwells in the small towns and rural districts. These busy, prosperous sections represent your greatest opportunity for the profitable extension of your business.

There are magazines which cater to this field. Some of these offer you about 10% coverage, figured in circulation by counties.

There are great metropolitan newspapers which reach out into the rural districts of many States. Some of these offer you, in various localities, about 4% coverage.

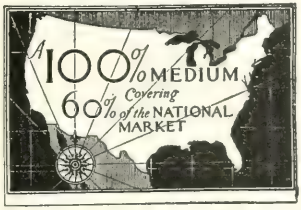
But for real coverage—100% coverage—you must use the Country Newspaper.

In practically every home, throughout the entire small town and country districts of every State in the Union, you will find the Country Newspaper.

The merchants in these thousands of small towns will tell you that the Country Newspaper is the ONLY medium read by ALL their customers—the ONLY medium from which they can trace worth while results.

Go after the small town business the right way. Use the Country Newspaper, and get 100% coverage and the nearest to 100% results that any advertising medium on earth can give you.

The country newspapers represented by the American Press Association present the only intensive coverage of the largest single population group in the United States—the only 100% coverage of 60% of the entire National Market.



Country newspapers can be selected individually or in any combination; in any market, group of states, counties, or towns. This plan of buying fits in with the program of Governmental Simplification, designed to eliminate waste.

AMERICAN PRESS ASSOCIATION

Represents 7,213 Country Newspapers—47½ Million Readers

Covers the COUNTRY Intensively

225 West 39th Street
New York City

122 So. Michigan Avenue
CHICAGO

68 West Adams Avenue
DETROIT

A Year-Round Customer

Statistics give the American farmer high value as a year-round customer. The degree of his prosperity, however, is variable enough to establish regional precedence in purchasing ability. Such precedence distinguishes the territory of the Southern Planter—Maryland, North Carolina and the two Virginias. Significant indices of the prosperity of this territory are the facts that the number of mortgaged farms is 16½% less than the average for the rest of the country—that the crop value per acre is the highest in the land—and that the last five years have seen the establishment of 25,000 new farms.

Twice a month the Southern Planter is read by over 180,000 farmers and their families, who consider it, because of its invaluable editorial service, indispensable to their welfare. Your advertising, therefore, reaches these people through a paper in which every printed word claims consideration.

The Southern Planter

Richmond, Va.

JAMES M. RIDDLE CO.
Chicago New York Atlanta
Kansas City San Francisco

Advertisers' Problems

By S. E. Conybeare

President, Association of National Advertisers

WE are all conscious of the decreasing visibility of advertising. When we look at the present-day periodical with its 100 or 200 pages of matter, we wonder just how many people see our individual advertisement and how much of an impression it can possibly make. Both magazines and newspapers have greatly increased the number of pages they print. How is this affecting the possible returns from our advertising? Consider the number of publications which are being issued from the press of this country today as compared with five years ago.

The increase in size of advertising units in the struggle to achieve dominating position also has had its influence in decreasing the visibility of advertising. The number of advertisers who use color has also greatly increased. Possibly more important than the increase in size or in number of publications is the decrease of available time which the people who buy publications have to read our advertising. The radio, movies, the automobile, the changing habits of life must be considered in a study of the visibility of the advertiser's message.

The answer to these conditions is not so clear. Certain publications are already endeavoring, by their make-up, to carry the advertiser's message in such a way as to give it a better chance to be seen. Other publications are announcing that they will limit their size. Others are limiting the ratio of advertising lineage to editorial lineage. Publishers and advertisers together must study this condition most thoughtfully lest the decreasing returns from our advertising make it so expensive that our products can no longer meet the competition of unadvertised merchandise. Our attention has been directed to the necessity of the advertiser's studying circulation as he has never studied it before. We are conscious of the scramble for gross circulation figures by which advertising today is sold to us more on the basis of arithmetic than on the basis of reader interest.

Publishers as a whole do not want to adopt methods that create circulation of decreasing value to advertisers. In too many cases they have felt that advertisers and agencies wanted mass circulation and through competition have been forced to use methods that are open to criticism. We, the advertisers, should more carefully scrutinize the methods used by publishers. No longer should we be a contributing factor in encouraging the forced circulation obtained by unsound methods.

But more important than these factors of mere quantity of circulation and the territorial location of circulation is the question of quality of circulation. It is our plain duty to our firms to study newspaper circulations as we have never studied them before. We must set up a more complete measuring stick than mere circulation figures to determine the advertising value of the newspapers we employ. The use of newspaper space by national advertisers has grown to such an extent that newspapers are an important part of the mechanism of distribution and marketing. Newspapers, therefore, must develop their circulations to fit their markets, in order that they can deliver effective circulation to advertisers at an economical cost.

If we are to measure effective circulation, we must study editorial appeal.

I BELIEVE that during the past year we have seen more clearly than ever before that national advertisers and their advertising agencies must work sympathetically together with other interests in the solution of some of the problems that have arisen. The interchange of points of view that have taken place with our friends in the agency field has been helpful. We need to step back a little from our own immediate and individual problems and gain a truer perspective of the mutuality of interests of advertisers and advertising agencies in general, and in a spirit of tolerance find ways of working together for the good of advertising. Let us continue to study together the fundamental problems of advertising to the effect that those who pay for advertising and those who help make advertising pay can contribute definitely to better and more economical distribution.

A new keynote has been struck during the past year. In different fields work of far-reaching possibilities has been started.

The next few years are certain to show enormous progress in all branches of advertising. With the splendid spirit of cooperation among various interests, the problems and unsound tendencies may be easily solved before economic laws take effect. We have a big work and a wonderful work. The stage is set. Let us then go forward with a broad spirit of understanding and mutual helpfulness.

Portions of an address delivered before the Convention of the Association of National Advertisers, Atlantic City.

Published monthly, supplemented with bulletins, and covers daily newspapers, farm papers, general magazines and business papers

The Sure-Minded Advertising Man

uses

STANDARD RATE & DATA SERVICE

It gives him up-to-the-minute information on rates, discounts, color and cover charges, special positions, classified advertising and reading notices, closing dates, page and column sizes—and circulations on six thousand publications in the United States and Canada.

The rate cards and circulation statements are practically duplicated and placed in one convenient volume.

USE THIS COUPON

Special 30-Day Approval Order

STANDARD RATE & DATA SERVICE,
536 Lake Shore Drive,
Chicago, Illinois.

.....192.....

GENTLEMEN: You may send to us, prepaid, a copy of the current number of Standard Rate & Data Service, together with all bulletins issued since it was published for "30 days" use. Unless we return it at the end of thirty days you may bill us for $30.00, which is the cost of one year's subscription. The issue we receive is to be considered the initial number to be followed by a revised copy on the tenth of each month. The Service is to be maintained accurately by bulletins issued every other day.

Firm Name ..... *Street Address* .....

City ..... *State* .....

Individual Signing Order..... *Official Position* .....

How Advertising Men Keep Posted

NO longer is it necessary to consult many sources for the news of advertising.

READ
THE NEWS DIGEST

Changes in Personnel
New Advertising Accounts
Publication Appointments
Changes in Advertising Accounts
Changes in Address
Are all reported in The News Digest

The News Digest bound as a separate section at the back of this issue will keep you up to date on all changes.

If you are not receiving Advertising and Selling regularly the attached coupon makes it an easy matter for you to get each issue.

One Year's Subscription (Including the News Digest) $3.00

ADVERTISING AND SELLING
9 East 38th St., New York

Please enter my subscription for one year at $3.00.

☐ Check Enclosed ☐ Send Bill

Name .....
Position .....
Company .....
Address .....
City .....
State .....

Canada $3.50 Foreign $4.00

A-S-11-17

Auto Manufacturers Must Face the Future

[CONTINUED FROM PAGE 22]

and means of influencing the public taste, but it is likewise true that he, perhaps more than any other type of mechanical manufacturer, consults his public in designing his product. When he fails to do so he has "a bad year".

THE public is susceptible to suggestions from him but he does not force suggestions in his car upon the public unless the public have first indicated a desire to see those suggestions incorporated.

I have found some difficulty in determining definitely in this business what is a "part" and what is an "accessory". Today in my mind a top is a part of a car. Yet not so many years ago it was an accessory. Yesterday I considered a bumper an accessory. Today I am being influenced to consider a bumper as a part—yes, an essential part.

In short, as I look back I see certain essential parts of a motor car losing their individuality, their name plate, their trade mark, and being engulfed by the idea that they are a logical part of the complete motor car itself. Coincident with this change of mental attitude I see the manufacturer substituting products of his own manufacture for parts and accessories. Somehow—just how I do not know—the manufacturer has molded my mind so that an accessory of yesterday—an accessory demanded by name, perhaps—is today a part of a motor car and accepted without inquiry as to the name of its manufacturer.

I wonder if it is not because the public have begun to accept the names of certain motor cars as a guarantee of their excellence, much as "sterling" guarantees the fineness of silver, or as the United States Government guarantees the worth of our paper money.

In the economic and marketing evolution typical of the times, there is one spot which is comparatively quiet. It is the public's mind. Here you can throw a stone and actually observe the ripple. The public's mind is susceptible to suggestion and its actions and reactions are comparatively constant. It is because of this, plus the public's increasing acceptance of the motor car manufacturer's name, that this same motor car manufacturer could almost over night, shift to aeroplane manufacture and probably enjoy an almost similar popularity (*merit of product being understood, of course*).

But I am led to wonder how many parts and accessory manufacturers could shift their only product to another of totally different type, and survive the transfer of public affection. Is it not true that the ability to face the future unafraid finds its source in the *attitude of the public mind* and not primarily in the mechanical perfection of the product?

Briefly, though perhaps stated too broadly, the measure of longevity of any firm, in this day of constant change, is the appraised value placed upon that name by the public. The product seems to be becoming almost an incident to the name—*if that name has, for a period, been the synonym of the public desire.*

Now, I am led to wonder why one insists upon or prefers a certain type of body, and does not show any interest in that vital element, the frame and its manufacturer?

Why do I inquire knowingly into the maker of the axles, perhaps, and ignore such a vital mechanism as the clutch?

Why do I express a preference for a certain type of battery and skim over the bumpers with hardly a casual glance?

OR why does one inquire into the name of the maker of a comparatively few non-essential parts and ignore the name of the maker of the very motor itself?

Why do we of the public find ourselves increasingly willing to inquire into increasingly less and to accept the name of the maker of the car as the guarantee of the excellence of possibly debatable mechanical features?

The answer is, briefly, "Because we have been taught to do so".

What I do is what someone has taught me to think. From the engineering standpoint I may, perhaps, be wrong. But the sales of motor cars say I'm right and I am the public.

Please do not think for one moment that I am recommending or justifying the production of an inferior product. The little I have said is predicated upon the proposition that the product and price are equivalent.

It is thinkable that the motor car manufacturer might actually welcome more active dominance of the public mind by the part and accessory manufacturer. Keen price competition has forced the car manufacturer to reach certain price levels. Nevertheless, he is keenly interested in the life and performance of his car.

It is possible, perhaps, that price competition forces him to incorporate in his car, let us say, an efficient but comparatively inexpensive valve. It is possible that he would be interested when replacements are made, in having the consumer specify an even better

valve than that one furnished in the original car. This would improve the functioning of his car, its life and its popularity. Competition does not permit the manufacturer always to incorporate the very best parts throughout his machine, but replacements as they become due, could in many cases be of the best, with but little increased cost to the consumer—an increased cost so small that he would gladly bear it were he properly influenced to do so.

THE motor car manufacturer likewise cannot, by the very nature of things, always have his representative on hand, when a motor car breaks down. As a result, the motor car manufacturer and his popularity is partially dependent upon the general repair and replacement business. It is to the car manufacturer's interest that replacement parts, as a whole, be of excellent quality, lest his car be blamed for the failure of a replacement part and the responsibility placed upon him.

I have mentioned the car manufacturer's policy of consulting the will of the public in designing his motor car. In view of his persistent policy in this regard, it is interesting to observe how completely he reverses this policy in many instances when it comes to servicing his car. There he too often permits the mechanical instinct to dominate entirely the sales instinct. Would it not be highly desirable for motor car manufacturers to extend the zone of sales influence into the ultimate mile of your motor car? This secondary zone of influence would be far cheaper than the first, and would insure your returning for a second and third car with a minimum of sales expense. The word "service" should perhaps be eliminated from the dictionary of motordom and in its place substituted "secondary sales defense" because increasingly the second, third and fourth sales are made not by salesmen of the dealer, but by the service salesman; and the reverse is likewise true, namely, the second, third and fourth sales are often lost through lack of salesmanship upon the part of the service man.

First District of I. A. A. Holds Convention

Worcester, Mass., was the scene of the annual convention of the first district of the International Advertising Association. John Clyne, advertising manager of *The New Haven Journal and Courier* was unanimously elected chairman of that district. Among the interesting features of the convention were addresses by C. K. Woodbridge, president of the Association, Robert Lincoln O'Brien, editor of *The Boston Herald* and other advertising authorities. At the opening luncheon the delegates were officially welcomed by Mayor Michael O'Hara of Worcester, and it was announced that the 1927 convention would take place either in Boston or in one of the outlying suburbs of that city.

White space is clay in the hands of the typographic sculptor. He puts a little here, and a little more over there, keeping constantly in mind his objective: to mold an advertisement that will hold the roving eye.

WIENES TYPOGRAPHIC SERVICE
INCORPORATED
203 West 40th St., New York
Longacre 7034

NATIONAL ADVERTISERS!

CAMEL CIGARETTES

use The Daily Herald to tell their story to the many and prosperous people on the Mississippi Coast—and many other eminent advertisers agree with them that *The Daily Herald has been of real service and brought results.*

The Daily Herald "covers the Coast," and is the best and cheapest medium for you to use for your advertising. Try it.

THE DAILY HERALD
GULFPORT MISSISSIPPI BILOXI
Geo. W. Wilkes' Sons, Publishers

THE JEWELERS' CIRCULAR, New York, has for many years published more advertising than have seven other jewelry journals combined.

The Only "Denne" in Canadian Advertising
Canada may be "just over the border," but when advertising there you need a Canadian Agency thoroughly conversant with local conditions. Let us tell you why.
A. J. DENNE & Company Ltd.
Reford Bldg. TORONTO.

REACHING
A
BUYING
POPULATION
OF
250,000

THE
ALLENTOWN
MORNING
CALL
ALLENTOWN, PA.
Story, Brooks & Finley
National Representative

"Ask Us About Advertisers Cooperation"



DEPTH
The
Third Dimension
in
DISPLAYS

Send for new, complete, illustrated monograph

EXHIBITS TRADE MARKS
PACKAGES SIGNS MINIATURES
COMICS FORMS GIANTS
COUNTER RACKS PARADES
TRADE CHARACTERS Etc.

Sent upon request

OLD KING COLE
Incorporated
CANTON, OHIO

The Standard Advertising Register
is the best in its field. Ask any user. Supplies valuable information on more than 8,000 advertisers. Write for data and prices.
National Register Publishing Co.
Incorporated
15 Moore St., New York City
R. W. Ferrel, Manager

What the Farmer's Wife Wants to Buy

[CONTINUED FROM PAGE 21]

to take in a cream can. When she buys an electric range, she is liable to find the oven too small for her baking; or when she gets a toaster it is too small for the slices of home-made bread or the large loaves in which the village baker specializes.

THE city trade in our large cities even determines the paring knives from which the farm woman must choose. From this group of consumers, the jobber has learned that price is largely the determining factor in selection, rather than the efficiency of the tool. He probably has never thought of the fact that the farm woman uses a paring knife 2000 to 6000 times yearly, and each time for a much longer period than the city woman does. From the style of knives in his catalogue it is evident that he seldom thinks of the fact that the muscles of the hand develop with use and that a tiny sharp edged knife handle is not the most comfortable for such a hand. It apparently has never occurred to the manufacturer, or to any of his selling agencies, to use these prospective consumers as laboratory experts to test their merchandise. In fact, who determines the merchandise that the farm woman must buy, but a group of professional buyers who, being city men, do not have even farm women as wives to give them tips?

That the farm woman has made the best of her opportunities is evident to anyone who will visit the rural stores and examine the merchandise on their shelves. In comparison to the city department stores, there is a very small percentage of "seconds." On the other hand, there is not the choice of "newer" articles. This is partially due to the attitude of these women to whom the value of an article must be shown, but it is due also to the fact that the local dealer cannot afford to tie up large sums of money in untried merchandise. The demand must be created first. He, like the farm woman, knows from too often repeated experience that these latest things are not always the best, and not always practical for use in the farm home.

But the rural woman's potential buying powers are great enough for the manufacturers and the wholesalers to find a way of giving her a chance at the new merchandise which she needs. Could there not be established in farm communities "proving plants" or "testing homes" with conditions typical of the neighborhood? Some might be already established homes of women who have the necessary training and background for a little independent thinking and critical trying out of materials and appliances. Intimate association in almost any farming community reveals college women, school teachers and business women from many walks of life as wives of farmers, who could be trained to test merchandise in a discriminating and thorough manner, and report on it accurately.

The country store needs such service to help it to retain the very valuable place it now holds. There are some people who think the country store is doomed; that the chain stores, house-to-house canvass and mail order firms will replace it. Such a loss would be a tragedy. The country store is more than just a store: it is a community institution. It contributes directly to establishing standards of living by what it sells. The owner is a part of the community. He is interested in every family because they are neighbors. (No one knows the meaning of neighbor better than rural people.) He is concerned with the civic and social improvements because his own boys and girls are affected by them. He is anxious to make a satisfactory sale because his future sales are with the same people. He is buyer as well as salesman, and so has a knowledge of his merchandise that few salespeople in city stores have. Overhead expenses are lower, so prices for the same articles are often much cheaper in spite of a slower turnover. Even with these advantages the country-store keeper is facing some real problems. He needs help in choosing his merchandise so that he may select it on the basis of the needs of his patrons rather than of the convincing ability of the salesman. He must give more educational instruction in the use and care of the merchandise which he sells.

THE farmer, with the aid of the Department of Agriculture, his agricultural college and extension service, the Farm Bureau, the Farm Union, the Grange and like organizations, is recognizing his problems of production and is solving them slowly but surely; but his problems of consumption are scarcely recognized as such. Here is an opportunity for the business interests to establish confidence and sympathetic understanding with the farming group by taking the initiative in industrial research concerning the household articles used by them.

The electric interests are doing this in a very effective way. In sixteen States they are conducting, in cooperation with the experiment station of their college of agriculture and a group of farmers, studies in the use of elec-

tricity in agriculture, not only on the farms but also in the homes. This project will last three years. Even now, although the project is scarcely half completed, it is evident that the public utilities and the electrical manufacturers will have a far more comprehensive knowledge of the electrical requirement of the farm, both as to energy and equipment, than they have had heretofore, and the farm needs will be more adequately and more cheaply met. But better still is the spirit of mutual understanding and friendliness that is taking the place of distrust on the one hand and of superiority on the other.

BUT to return to the farm woman's influence on buying, it is of interest to note the attitude of the mail order houses. One of the largest of these firms employ a Home Economics graduate who is aiding in the testing and buying of merchandise for the home. Another has a woman on their research staff who is in touch with all the national and State organizations of farm women. She attends local and State meetings; she confers with the leaders; and in every way possible is getting an insight into the farm home ideals, financial limitations, æsthetic and social desires, and practical needs.

The successfully used methods of advertising and selling in the cities will not necessarily give the same results in the rural districts. The dweller in the larger city must be caught at the time before something else gets his attention. The country person has time to think, and to be sure that he is getting at least what he thinks he wants. Advertising that is thought provoking and educational, that gives scientific information, that appeals to greater efficiency and love of beauty, joyous and better living gets the results. This type of advertising has helped to place an automobile and a radio in almost every farm house. Like advertising of labor saving equipment and household necessities will aid materially in increasing the efficiency and comfort of the rural home with a minimum of waste to industry and the home.

Organizations that wish to retain the trade of the farm woman and her family must first get acquainted with her, know her work, her philosophy of life, her recreational habits, her social and religious contacts and her educational opportunities. They should know the friendly relationship between her and the Department of Agriculture and the Home Economics Extension Service. They should read her farm magazines. They should acquaint themselves with her civic and community activities, and then make sure that their merchandise will contribute to her needs. This will undoubtedly mean an expanding program of industrial research of merchandise in relation to the farm home needs, and of advertising and selling based on this knowledge. But the farm woman's trade is worth it. She will appreciate the opportunity to buy goods of solid worth that are needed by herself and family.

"BENDAY" - vs - "SHADING SHEETS"

Everyone in any way interested in Benday problems should read descriptions of the old and new methods now in use, appearing in the November issues of two leading publications in their class.

Old Method, **PRINTERS' INK MONTHLY**
November, 1926—Pages 38, 39, 110 and 112

New Method, **THE INLAND PRINTER**
November, 1926—Pages 263 and 264

Note:

One article is not an answer to the other but a timely coincidence that very forcibly brings out the complications and reasons for the high cost of one **in comparison to the simplicity and relative saving** of the other.

"Shading Sheets" have the great added advantage to all artists and producers of illustrated literature of being an instrument and a medium of expression formerly denied them.

BOURGES SERVICE, INC.

Sole Manufacturers and Distributors

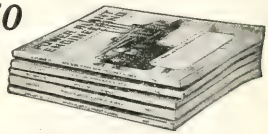
HUTCHISON ARTISTS SHADING MEDIUM

144 West 32nd Street, New York City

Pennsylvania 9314-5

5 FEATURE NUMBERS

through which to influence orders in the market where 50 million horsepower are now installed



THE FOLLOWING Feature Numbers of Power Plant Engineering offer, in their advertising pages, the highest reader interest, extra circulation and powerful influence.

Dec. 15, 1926—Annual Review Number, in which engineering progress of the year will be epitomized by leading authorities.

Jan. 1, 1927—Power Plant Development Number, the 19th Annual Reference and Textbook Number.

Jan. 15, 1927—Power Plant Equipment Number, will give information on types of equipment for modern plants.

Feb. 1, 1927—Chicago Power Show Directory Number, will enable engineers to decide in advance what exhibits they desire to see and their location.

Feb. 15, 1927—Chicago Power Show Number, will be distributed at the show and visualize it to leaders in the field everywhere.

A RECENT descriptive folder will be sent on request, together with any further information you desire on the 5 Feature Numbers.

POWER PLANT ENGINEERING

Established over 30 years

A. B. P. **53 W. Jackson Blvd., Chicago, Ill.** **A. B. C.**

Arthur Henry Co., Inc.

Designers and Producers of Distinctive Direct Advertising

1482 Broadway, New York

Telephone BRYANT 8078

Leaflets
Folders

Broadsides
Booklets

House Organs
Catalogues

Copy Writing
Illustrating

Engraving
Printing

Send for further information

Selling the "Company" Store

[CONTINUED FROM PAGE 40]

ducive to satisfaction and confidence, perhaps, than any other factors.

Accordingly, stores have been built of stone and brick, with intelligently planned windows and fronts, with scientifically laid-out interiors equipped in the most modern style. Principles that have made State Street in Chicago and Fifth Avenue in New York such prosperous shopping streets have been applied to these industrial retail stores. So successful have been the efforts of industries to keep business at home without compulsion, that, in the something like 7000 industrial retail stores existing today, over a billion and a quarter of dollars in merchandise was sold over the counters last year and hundreds of thousands of dollars were expended for store equipment and delivery trucks. These 7000 stores served communities containing something like 10,554,750 people!

Such a market is worth analysis.

OF the 7000 stores, perhaps 2000 are adjuncts to manufacturing concerns in large cities. They do not handle complete lines, and are conducted largely by the employees, with profits being utilized for welfare purposes or being returned as a dividend to customers. These 2000 stores are fortunte if they average $50,000 in annual business, or a total for the 2000 of $100,000,000.

It is of the other 5000 we would speak. They are complete department stores, conducted by the company, stocking nearly everything and missing sales on nothing. Over fifty per cent of them are absolutely the only retail outlets in their communities and in the majority of the remaining cases they offer the only complete store in each town—such competition as is afforded being offered mainly by dwelling house groceries and more or less make-shift clothing stores and notion emporiums.

Even where there are other retail outlets in the community, the company-owned and operated unit has a tremendous advantage, due to the convenient credit arrangements offered. In the company store the employee is privileged to purchase merchandise and have it charged against wages yet to be paid him, while at the independent unit such a plan is rarely available—the employee must have cash. The possibilities of greater business because of such credit arrangements is obvious.

In fact, this group does a billion one hundred and fifty million dollars' worth of business annually, an average of $230,000 per store. The stocks carried average around $40,000. The management is invariably intrusted to men of high calibre, seasoned handlers of merchandise. These store managers know the demands of their customers and have authority to buy goods to meet them. They go into the market themselves; they buy from manufacturers and they buy from wholesalers.

In some few instances, where an industry operates more than one store, the actual orders for the bulk of the merchandise bought are placed through a headquarters buying office. In such cases the store manager designates by regular requisition to the company's store purchasing agent the quantity and brand desired; and the headquarters buying staff does the rest. These group-store headquarters are usually in larger cities, principally Pittsburgh, Birmingham, Charleston, W. Va., St. Louis, Denver, or Seattle, giving the company a closer contact with the markets.

The word of the individual store managers remains final, however, even in the group organizations.

Their jobs are to keep the industrial employee trading at the industrial retail store, and although their possibilities are aided and abetted by liberal credit arrangements with their customers through the company, they realize the value of having just as good and as well-known merchandise at just as fair prices as the independent store of the nearby city. Hence the manager must retain a control over the actual buying; and they are keen students of market conditions, style trends and shifting prices.

Perhaps a specific example, chosen from the four corners of the country and from different industries, will reveal more than anything else the vast size and importance of the industrial retail store as a merchandise outlet in the industrial community.

It was into rugged Harlan County of eastern Kentucky that the United States Coal & Coke Company sent their surveyors in 1919 to select a town-site and survey for streets, homes and business buildings. They had acquired rights to thousands of acres of coal lands in this wilderness, famed up to then only as the center of the sensational Hatfield feud, and it was their problem to create a town in which to house the necessary employees to operate a coal mine.

AN industrial community was founded that has in seven short years developed into the pride of the whole United States Steel Corporation (of which the United States Coal & Coke Company is a subsidiary). Not the least expenditure made in the formation of the community went for a care-

fully planned department store in which the needs and demands of the residents could be met. This store, carrying a complete line of merchandise on its three floors, is reputed to have done over a million dollar business last year. The exterior of this store, with its plate glass windows on two floors, and the interior with its complete layout of the latest fixtures, is a veritable "flower in the desert," and brings to Lynch residents (of which there are 3500, according to the census) the very best in merchandise. The store is one of a group operated by the United States Coal and Coke Company, with headquarters at Gary, W. Va., and buying offices at Pittsburgh.

This group of stores, together with the H. C. Frick Company stores, with which they are affiliated, does the astounding business of nearly twenty-five million dollars annually!

Stores could be selected from the various industries and from the various sections of the country—an endless array of them could be cited—and they would all prove one thing: The present-day sales manager has before him in the industrial community a peculiarly workable unit of stores which can be cultivated for increased distribution of his product. They offer no credit problems, because every industry guarantees payment of every bill presented for goods. They offer no "special deal" or "long discount" problem, because they are ready, willing and perfectly able to buy regular merchandise at regular prices. They are accessible for shipment because railroads have followed each industrial community rapidly.

Diplomacy in Business

"SHIRTSLEEVE DIPLOMACY" is not for business, is the view of the Department of Commerce. That, at least, is true of the salesman who adventures into South America. In the words of a Department bulletin:

"A salesman who expects to do business in a big way in Latin American countries should be provided with a complete outfit of dress clothes—and this includes a frock coat and silk hat."

Letters of introduction, the entree to clubs, fine stationery—all are important. Latin America does not want the "breezy go-getter."

The diplomat of business must be as well mannered, if he would conquer South America, as his fellow from the State Department.

It may well be, too, that there is a lesson for salesmen nearer home. None of us is likely to demand that all visiting salesmen shall "high hat" us, but most of us have suffered from an excess of breeziness.

But what would the salesman who "made" Hutchinson, Kansas, the other day, with his waistcoat pockets so full of cigars that he looked as if he was wearing cartridge belts, think of an order to arm himself with a silk hat?—*Nation's Business Magazine.*



CHALFONTE~HADDON HALL
ATLANTIC CITY

In the very center of things on the Beach and the Boardwalk.

"Dual Trio" Radio Concert every Tuesday evening— Tune in on WPG at 9



STAND out like personal friends in the thoughts of those who love to go down to the sea for rest or play—their simple, friendly hospitality has so graced every service for so many years.

Especially delightful during the winter months are the broad deck porches facing the sea with their comfortable steamer chairs looking down on the flowing life of the Boardwalk. For the more active—golf, riding on the beach, theatres, Boardwalk activities, fascinating shops, music and entertainment.

American Plan Only · Always Open

Illustrated Folder on Request

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ELECTRICAL ANIMATED AND STILL DISPLAYS for WINDOW, COUNTER, and EXHIBITS

Effective-Dignified Planned Inexpensively

CONSULT WITH EXPERTS

ANIMATED PRODUCTS CORP.
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THE AMERICAN ARCHITECT
A. B. C. Est. 1876 A. B. P.

"Advertising and Selling to Architects," a booklet prepared to give you a better understanding of the architectural field, is now available.

Your copy will be sent upon request.

243 West 39th St. New York

Folded Edge Duckine and Fibre Signs
Cloth and Paraffine Signs
Lithographed Outdoor and Indoor Displays

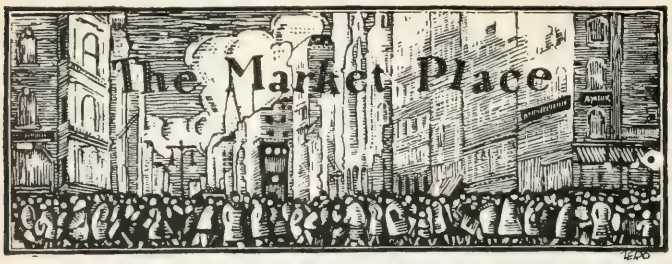
THE JOHN IGELSTROEM COMPANY
Massillon, Ohio Good Salesmen Wanted

Shoe and Leather Reporter
Boston

The outstanding publication of the shoe, leather and allied industries. Practically 100% coverage of the men who actually do the buying for these industries. In its 67th year. Published each Thursday. $6 yearly. Member ABP and ABC.

KEEP YOUR COPIES!

At the conclusion of each volume an index will be published and mailed to you.



Rate for advertisements inserted in this department is 36 cents a line—6 pt. type. Minimum charge $1.80. Forms close Saturday noon before date of issue.

Position Wanted

WOMAN WRITER Seeks position on publication specializing on subjects of interest to women; has edited woman's page for prominent metropolitan newspaper, has served as feature writer for newspapers and magazines, has been fashion editor for well known fashion magazine. (Whole or part time.) Box No. 413, Advertising and Selling, 9 E. 38th St., New York City.

COPY WRITER AVAILABLE

Fifteen years advertising experience. (Nine years with an agency—six years in advertising departments of large industrial companies)—including five years copy writing for a variety of products. Age 37. Address Box No. 429, Advertising and Selling, 9 East 38th St., New York City.

A TRADE PAPER SALES EXECUTIVE AVAILABLE

A managing sales executive of an established and highly successful group of Trade Papers is available January 1st.

This man has been a successful advertising manager, sales manager and advertising agent—for the last four years he has built up an enviable reputation as a salesman of Business Paper Space. Broad gauged, enthusiastic, experienced, he is looking for a big job, bigger than he has now. Address Box No. 428, Advertising and Selling, 9 East 38th St., New York City.

Help Wanted

ORGANIZATION EXPERIENCE ABILITY

We will negotiate exclusive representation locally or nationally for small specialties of merit for quantity distribution. Articles possessing features for GOOD WILL and advertising purposes of which we are largest unit distributors particularly desired. LITCHFIELD CORP., 25 Church St., New York City.

Business Opportunities

New Bulletin of Publishing Properties for Sale just out. Send for your copy. Harris-Dibble Company, 345 Madison Avenue, New York City.

Representatives

SOME MAGAZINE PUBLISHER NEEDS OUR SERVICE

Systematic and intensive work combined with a large acquaintance among advertisers and agencies is required to secure business for the best magazines. We are prepared to do such work for a good growing publication. Address Box No. 419, Advertising and Selling, 9 East 38th St., New York City.

Publishers' representatives in eastern industrial centers wanted for California industrial weekly. Box No. 426, Advertising and Selling, 9 East 38th St., New York City.

Multigraphing

Quality and Quantity Multigraphing, Addressing, Filling In, Folding, Etc.

DEHAAN CIRCULAR LETTER CO., INC.
120 W. 42nd St., New York City
Telephone Wis. 5483

Miscellaneous

BOUND VOLUMES

A bound volume of Advertising and Selling makes a handsome and valuable addition to your library. They are bound in black cloth and die-stamped in gold lettering. Each volume is complete with index, cross-filed under title of article and name of author making it valuable for reference purposes. The cost (which includes postage) is $5.00 per volume. Send your check to Advertising and Selling, 9 East 38th St., New York City.

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Use a binder to preserve your file of Advertising and Selling copies for reference. Stiff cloth covered covers, and die-stamped in gold lettering, each holding approximately 9 issues, $1.85 including postage. Send your Check to Advertising and Selling, 9 East 38th St., New York City.

A Retailer Speaks Up

[CONTINUED FROM PAGE 27]

more often fairer in his complaints than is the retail customer.

* * *

There is nothing that chills so much as to send a complaint and get back a letter signed Blank & Co. While if it is signed John Jones and at some time we have met Jones, it means a lot.

* * *

You can't sit in your offices and get saturated with your goods, become enthusiastic over the bigness of your firm and yourself, and sell goods to common people with big words and high sounding phrases. You have to look at it from their angle and not from your own. You have to go down into the streets and walk with the common man before you know him.

* * *

When your salesman finds a nice window, let him ask the retailer to have a photograph made of it and send it with the photographer's bill to the company. Don't let him say he is going to publish it. Just a pleasant remark that the company has a series of albums of nice windows will please us almost as much, and there is no possible come-back.

* * *

Encourage your dealers to write to you. A complaint is half adjusted when a man has a chance to tell it in detail to some one in authority, and very often in writing the details he gets a slant at your side of it. *But* when he does write, answer the letter and answer it promptly and carefully. The long complaint that the dealer sends may be to you only one letter out of five hundred, but to him it is *his* letter and the only one of the five hundred he is interested in.

Tenth District, I. A. A. Holds Convention

At its annual convention held in Beaumont, Tex., October 24-26, the tenth district of the International Advertising Association elected the following officers for the coming year: James P. Simpson, president; Beeman Fisher, secretary-treasurer; Art Millican, first vice-president, and E. C. Taulbee, second vice-president.

Among the noteworthy speakers were: J. R. Ozanne, advertising manager, Carson, Pirie, Scott & Co., Chicago; A. M. Hommett, manager of the retail store, Sears Roebuck & Co., Dallas; Harry W. Riehl, manager, St. Louis Better Business Bureau; C. B. Gillespie, vice-president and editor, "Houston Chronicle"; L. A. Rogers, secretary, International Association of Display Men, Chicago, and Earl Pearson, general manager of the International Advertising Association, New York. At the close of the meeting it was announced that the 1927 convention would be held in El Paso.

Business Publishers Meet

THE annual meeting of the Associated Business Papers, Inc., was held on November 9 and 10 at the Hotel Astor, New York, in conjunction with the Conference of Business Paper Editors.

The final business session of the association to hear reports, discuss policies, elect officers, etc., was held on Wednesday afternoon, Nov. 10. J. H. Bragdon of *Textile World* was elected the new president to succeed Malcolm Muir of the McGraw-Hill Company. Merritt Lumm, vice-president of A. W. Shaw Company, Chicago, was elected to the vice-presidency, while Warren C. Platt, *National Petroleum News*, Cleveland, was reelected treasurer. Jesse H. Neal was reappointed by the board as executive secretary. C. J. Stark, Penton Publishing Company, Cleveland, was elected to the board of directors to succeed Merritt Lumm. Other members of the board by reelection consist of: George Slate, Simmons-Boardman Publishing Company, New York; E. E. Haight, Concrete Publishing Company, Chicago; Col. J. B. MacLean, MacLean Publishing Company, Toronto; Everit B. Terhune, *Boot & Shoe Recorder*, Boston. Malcolm Muir, the retiring president, automatically becomes a director.

The convention opened at 10 a. m., November 9, with a joint session of the A. B. P. and the B. P. Editors. The theme was announced as "The Challenge of Business Prosperity to the Business Press." President Muir briefly interpreted the program, and the gathering was addressed by Fred W. Shibley, vice-president of The Bankers Trust Company, New York. He was followed by Merritt Lumm, substituting for A. W. Shaw, who was unable to attend. A second joint session in the afternoon listened to addresses by Willard W. Smith, general manager of P. Centemeri & Company; A. J. Brosseau, president, Mack Trucks, and E. J. Mehren, vice-president of the McGraw-Hill Company.

Wednesday morning was devoted to separate sessions for the advertising, circulation and editorial groups. An afternoon session was held by the editors, which included addresses by: Chaplin Tyler, V. B. Guthrie, Kenneth Condit and Kenneth M. Spence. The business session of the A. B. P. was held in the afternoon and the banquet in the evening, where addresses were presented by Gerald Swope, president of the General Electric Company, and Donald Kirk David, assistant dean of the Harvard Business School. A plaque of bronze was presented to W. H. Ukers by the association in recognition of his service as author of the A. B. P. Standards of Practice. Merton C. Robbins, president of the Robbins Publishing Company, New York, and a past president of the A. B. P., made the presentation.

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Synchronize Your Advertising Effort With Your Sales Possibilities



The Detroit Market Contains One-Third of Michigan's Total Population and Can Be Covered With One Newspaper—The Detroit News

THE prize area of Michigan is pictured above. It is the local trading area of Detroit, containing one-third of the state's total population and over 50% of its wealth. This area has a network of wide paved roads, making every town a practical suburb of Detroit. It is served by train, street car and motor bus. It contains Wayne County, the heart of the motor industry. In this area are the jobbers, the distributors and the retail outlets. And here The Detroit News maintains a rural delivery service that brings the same copy of the paper to the outlying farmhouse at the same time as it is delivered in the city of Detroit. Here in this area also The Detroit News has concentrated 91% of its week day circulation of 320,000 and 80% of its Sunday circulation of 350,000. This is the area of greatest possibility for sales. Synchronize your advertising effort with the opportunity afforded through The News—the paper that delivers a copy to practically every English-speaking home.

The Detroit News

350,000 Sunday Circulation The HOME newspaper *320,000 Week Day Circulation*

The NEWS DIGEST

A complete digest of the news of advertising and selling is here compiled for quick and convenient reference ☙ The Editor will be glad to receive items of news for inclusion in this department ☙ Address ADVERTISING AND SELLING, Number Nine East Thirty-eighth Street, New York City

CHANGES IN PERSONNEL

Name	Former Company and Position	Now Associated With	Position
Robert K. Leavitt	Ass'n of Nat'l Advertisers, Inc., New York *Sec'y & Treas.*	The G. Lynn Sumner Co., Inc., New York	*Sec'y & Treas.* (Effective Dec. 15)
Arthur H. Ogle	The Wahl Co., Chicago, *Adv. Mgr*	Ass'n of Nat'l Advertisers, Inc., New York	*Sec'y & Treas.*
F. E. Archer	"Examiner," San Francisco, Cal. *Ass't Classified Mgr.*	Same Company	*Display Dept.*
F. R. Coutant	Ray D. Lillibridge, Inc., New York	Young & Rubicam, New York	*Merchandising Dept.*
Irwin L. Moore	New England Power Co., Worcester, Mass *Ass't to Gen. Mgr.*	International Paper Co. New York	*Office of the Pres.*
Arthur Holzman	"Herald & Examiner," Chicago *Circulation Dept.*	Same Company	*Adv. Dept.*
John Bowman	"Examiner," Chicago, *Ass't to Publisher*	Chicago Ass'n of Commerce	*Business Mgr.*
G. O. MacConachie	Dunlop Tire & Rubber Co., Buffalo, N. Y. *Adv. Dir.*	Resigned	
R. W. Palmer	The Corman Co., New York, *Art. Dir.*	Campbell-Ewald Co.	*Art Dir. Detroit Office*
A. H. Jaeger	Leonard Refrigerator Co., Grand Rapids, Mich. *Sales Mgr.*	Same Company	*Sales Mgr. and Sec'y*
J. N. Welter	Pratt & Lambert, Inc., Buffalo, N. Y. *Vice-Pres in Charge of Western Div.*	Same Company	*Chairman of Board*
A. D. Graves	Pratt & Lambert, Inc., Buffalo, N. Y. *Senior Vice-Pres.*	Same Company	*Pres.*
H. E. Webster	Pratt & Lambert, Inc., Buffalo, N. Y. *Pur. Agent and Sec'y*	Same Company	*Senior Vice-Pres.*
J. P. Gowing	Pratt & Lambert, Buffalo, N. Y.	Same Company	*Vice-Pres. in Charge of Railway Sales*
W. P. Werheim	Pratt & Lambert, Inc., Buffalo, *Adv. Mgr.*	Same Company	*Treas.*
R. W. Lindsay	Pratt & Lambert, Inc., Buffalo, N. Y. *Gen. Sales Mgr.*	Same Company	*Ass't Treas.*
Rowe Stewart	"Record," Phila., *Vice-Pres.*	Same Company	*Pres.*
C. A. Eury	"Bee," Danville, Va., *Business Mgr.*	"Register" and "Bee" Danville, Va.	*Adv. Mgr.*
H. B. Trundle	"Journal," Manassas, Va., *Publisher*	"Bee" and "Register" Danville, Va.	*Business Mgr.*
Joseph B. Bond	Alaska Refrigerator Co., Muskegon, Mich. *Dir. of Sales*	Same Company	*Vice-Pres.*
H. M. Anderson	The Caslon Press, Toledo, Ohio	"Times," Cleveland	*Pro. Mgr.*
James J. Larmour	Health Products Corp., Newark, N. J. *Adv. Mgr.*	Painpatch, Inc. East Orange, N. J.	*Pres. and Gen. Mgr.*
George H. McCormick	McCormick-Van Demark Agency, Houston, Tex. *Vice-Pres.*	Britt-Schiele Adv. Co. St. Louis, Mo.	*Acc't Executive*
D. A. Charlton	"Engineering & Mining Journal-Press," New York, *Business Mgr.*	"Packing & Shipping" New York	*Adv. Mgr.*
Samuel Mollet	Massillon-Cleveland-Akron Sign Co., Massillon Ohio, *Sec'y & Sales Mgr.*	Same Company	*Pres. and Treas.*
George H. Coulter	Massillon-Cleveland-Akron Sign Co., Massillon Ohio, *Ass't to Pres.*	Same Company	*Gen. Sales Mgr.*
Spencer Huffman	Horn-Shafer Co., Baltimore, Md. *Service Mgr.*	H. Lessaraux Adv. Agcy. Baltimore	*Acc't Executive*
Sue McNamara	Consolidated Press, New York *Northwestern Correspondent*	The Stanley H. Jack Co., Omaha, Neb.	*Copy*
Harry A. Muldoon	Detroit Life Insurance Co., Detroit, *Adv. Mgr.*	Grenell Adv. Agcy. Detroit	*Member of Staff*
Hugo Vogel	Pfister & Vogel Leather Co.	The Koch Co., Milwaukee	*Member of Staff*
Frederic S. Hirshbach.	"Theater Magazine," New York, *Adv. Dept.*	Same Company	*Adv. Mgr.*
William P. Langreich.	Whitman Adv. Service, Inc., New York	Resigned	
J. H. Latchford	Proctor & Collier Co., Cincinnati *Acc't Executive*	The Geyer Co. Dayton, Ohio	*In Charge of Outdoor Adv.*
D. H. Jackson	Elliot Co., Jeannette, Pa., *Sales Engineer*	The Chemical Catalog Co., New York	*Adv. Dept.*
J. R. Peters	Chemical National Bank, New York	Piggly Wiggly Corp. Memphis, Tenn.	*Gen. Mgr.*
J. N. Staples	Piggly Wiggly Corp., Memphis, Tenn *Gen. Mgr.*	Resigned	
George B. Durell	The American Fork & Hoe Co., Cleveland *Vice Pres. & Gen. Mgr.*	Same Company	*Pres.*

What Quality Readers Buy

Quality readers alone buy advertised products high and low in price.

Quality readers discriminate in purchases. They buy—and remember—trade-marked advertised articles when convinced of quality. They seek low prices, but demand quality. They prefer advertised to non-advertised goods. They alone can buy at the highest price levels.

Quality readers set buying habits. To acquire the good-will of such purchasers is the foundation of merchandising success.

The New York Times has the greatest number of readers of high quality of any newspaper in the world. Its censored advertising columns have the solid confidence of these readers. The Times is advertising leader in volume and character of advertising.

The New York Times

Circulation	Advertising
Average daily and Sunday, net paid 391,465 *copies.*	9,248,622 *lines more than the second New York newspaper in* 10 *months,* 1926.

* * *The New York Times advertising columns are as clean and free and fair as its news. They whet the appetite of the average reader by showing him day after day and year after year what useful and lovely things he can buy with his money, what profitable savings he can make in his income, how he can get ahead materially or spiritually by patronizing the advertisers in its columns.* * *—*WILLIAM ALLEN WHITE, Emporia, Kansas.*

Advertising & Selling • The NEWS DIGEST • Issue of Nov. 17, 1926

CHANGES IN PERSONNEL (*Continued*)

Name	Former Company and Position	Now Associated With	Position
M. J. Norton	Carnation Milk Products Co., Oconomowoc, Wis., *Vice-Pres. in Charge of Sales*	The Borden Sales Co. New York	*Gen. Sales Mgr.*
W. H. Cowdery	The American Fork & Hoe Co., Cleveland, *Pres.*	Same Company	*Chairman of Executive Committee*
Allan S. Becker	Pickus-Weiss, Inc., Chicago, *Copy*	Same Company	*In Charge Nat'l Copy Dept.*
Blackburn Sims	Erwin, Wasey & Co.	Roche Adv. Co., Chicago	*Copy*
A. W. Landsheft	Landsheft Adv. Agcy., Buffalo, *Pres.*	Weinstock, Landsheft & Buck, Inc.	*Partner*
L. L. Roddy	The Dayton Pump & Mfg. Co., Dayton, Ohio	The Robbins & Pearson Co., Columbus, Ohio	*Member of Staff*
Randall Clark	Gray-Garfield-Ladriere Art Studio, Detroit, *Salesman*	Meinzinger-Clark, Inc. Detroit	*Treas. and Sales Mgr.*
G. Grenville Hunter	International General Electric Co., *Adv. Mgr.*	Vick Chemical Co. New York	*Adv. and Selling Field Agent*
W. H. Dickinson	"Railway Review," Chicago, *Eastern Mgr.*	"Railway Purchases & Stores," Chicago	*Eastern Mgr.*
S. S. French	General Fireproofing Co., Youngstown, Ohio *Vice-Pres. and Gen. Mgr.*	The Berger Mfg. Co. Canton, Ohio	*Pres.*
L. D. Hicks	Southern Ruralist Co., Atlanta, Ga. *Vice-Pres. and Adv. Mgr.*	Same Company	*Vice-Pres. and Gen. Mgr.*
Bruce Hall	Southern Ruralist Co., Atlanta, Ga. *Ass't Adv. Mgr.*	Same Company	*Adv. Mgr.*
Herbert L. Walker	The American Bosch Magneto Corp. San Francisco, Cal., *Sales Pro. Mgr.*	Ray U. Broillet & Associates, San Francisco	*Sales Pro. Mgr.*
Charles P. Tyler	Chamber of Commerce, Seattle, Wash.	George Batten Co., Inc. Chicago	*Member of Staff*
George R. Cullem	McKinney, Marsh & Cushing, Inc., Detroit	"Furniture Age," Chicago	*Rep.*
Jack Shaw	The Erickson Company, New York, *Art Dir.*	Calvin Stanford Adv. Agcy., Atlanta, Ga.	*Art Dir.*
L. Fairweather	"Dry Goods Reporter" *Western Sales Rep.*	Same Company	*Special Eastern Rep.*
Lathrop W. Arnold	Curtis Lighting, Inc., Chicago, *Adv. Mgr.*	TenBrook-Viquesney Chicago	*Mgr. Copy Dept.*
Alfred W. Hawks	Congoleum-Nairn, Inc., Philadelphia *Vice-Pres. & Gen. Mgr.*	Same Company	*Pres.*
Frank B. Foster	Congoleum-Nairn, Inc., Philadelphia *Pres.*	Same Company	*Board of Directors*
Thomas H. Lane	Crowell Pub. Co., *Phila. Territory*	"American Legion Monthly," New York	*Adv. Mgr.*
A. Mark Smith	Elliot Service Co., New York, *Sales Mgr.*	Low, Graham & Wallis Chicago	*Service Mgr.*
Harold Pickering	James Newcomb & Co., New York	Robert Ramsay Organization, Inc., New York	*Vice-Pres.*
Arthur Utt	"Globe-Democrat," St. Louis	"Dispatch," Columbus Ohio	*Prom. Mgr.*
Harry Latz	Alamac Hotel, New York, Atlantic City & Lake Hopatcong, *Vice-Pres & Gen. Mgr.*	George Martin New York	*Partner*
D. Hiden Ramsay	Asheville, N. C., *City Commissioner*	"Times," Asheville, N. C.	*Business Mgr.*
Emery E. Hardwicke	"Eagle," Wichita, Kans., *Adv. Mgr.*	"Daily Reporter," Independence, Kan.	*Adv. Mgr.*
Seymour Schiele	Britt-Schiele Co., St. Louis, Mo.	Porter, Eastman & Byrne, Chicago	*Vice-Pres.*
E. W. Calvin	Werner & Werner, St. Louis *Sales & Adv. Mgr.*	Frank D. Boyd Adv. Co., Chicago	*Vice-Pres.*
Harland J. Rue	Chicago, Kahn Bros. & Associated Firms Chicago, *Adv. & Pro. Mgr.*	World's Star Knitting Co., Bay City, Mich.	*Adv. & Pro. Mgr.*
George Ames	U. S. Music Roll Co., Chicago *Vice-Pres. & Gen. Mgr.*	Q. R. S. Music Roll Co., Chicago	*Sales Mgr.*
J. J. Connery	Graham Paper Co., St. Louis, *Adv. Mgr.*	Mound City Paint & Color Co., St. Louis	*Adv. & Pro. Mgr.*
Jeff Barnette	"Chronicle," Houston, Tex., *Adv. Dept.*	"Press," Houston	*Adv. Staff*

CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS

Name	Address	Product	Now Advertising Through
*Canadian Pacific Railways	Montreal	*So. America—Africa, Mediterranean & World Cruise*	Ray D. Lillibridge, Inc., New York
Frank G. Shattuck Co.	New York	*Schrafft Stores*	Doremus & Co., New York
The Servel Corp.	New York	*Electric Refrigerators*	H. K. McCann Co., New York
**Armour & Co.	Chicago	*Food Products*	N. W. Ayer & Son, Chicago (Effective Jan. 1, 1927)

*Albert Frank & Co., New York, will continue to direct the advertising of the West Indies Cruise and Atlantic-Pacific Service.

**Advertising for soap and toilet preparations will be handled by the John Dunham Co., Chicago.



If You Are Interested in the Detroit Market



—you should investigate the new Coe Terminal Building, at once. In it you will find a combination of advantages never before offered the national merchandiser—warehouse space, display rooms, finely appointed offices all on the same floor.

In addition, its location on the main line of the Michigan Central and in the very heart of the wholesale and jobbing district is unsurpassed. The Coe Terminal Warehouse is now receiving and distributing merchandise.

You will be interested in reading our latest literature illustrated at the left. This is a twelve-page booklet which gives valuable information concerning the type of building, type of people who are now taking advantage of its facilities and the ideals of service that will be in effect.

Write today for your copy of our illustrated booklet "An Office Home for Merchandisers"

COE TERMINAL WAREHOUSE

Fort Street West and Tenth Street *Detroit, Michigan*

Advertising & Selling · The NEWS DIGEST · Issue of Nov. 17, 1926

CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS (*Continued*)

Name	Address	Product	Now Advertising Through
Wm. Hendrick, Inc.	New York	*Dresses*	Hicks Adv. Agcy., New York
J. J. Felsenfeld	New York	*"Felco" Pearl Wrist Watch Bracelets*	The Sacks Co., Inc., New York
William Henry Maule, Inc.	Philadelphia	*Seeds & Bulbs*	John W. Blake Co., Yonkers, N. Y.
Vanguard Press, Inc.	New York	*Educational Press*	Arthur Rosenberg Co., New York
Distantone Radios, Inc.	Lynbrook, L. I.	*Radios*	Albert Frank & Co., New York
The Barawil Co.	Chicago	*Radios*	Hurja-Johnson-Huwen, Inc., Chicago
Spine Protector Co.	New York	*Spine Protectors*	Harry C. Michaels Co., New York
Tacoma Chamber of Commerce	Tacoma, Wash.	*Community Adv.*	The Izzard Co., Seattle, Wash.
C. E. Mountford Co.	New York	*Radio Resistances*	Albert Frank Co., New York
The Brooks Landscape Irrigation Engineers	Detroit	*Lawn-Sprinkling System*	Grenell Adv. Agcy., Detroit
*Cook, Swan & Young Corp.	New York	*"Swan" Brand Cod Liver Oil*	Wilson & Bristol, New York
**The Rome Co., Inc.	Rome, N. Y.	*"Romelink" Davenports and Hammocks*	Winsten & Sullivan, Inc., New York
Beecham Estates & Pills, Ltd.	New York	*"Beecham's" Pills*	Lord & Thomas and Logan, New York
Davis Bros. Fisheries, Inc.	Gloucester, Mass.	*Seafood*	Wolcott & Holcomb, Inc., Boston, Mass.
American Cement Co.	Chattanooga, Tenn.	*"Zemcolite" Cement*	Nelson Chesman & Co., Chattanooga
Dixie Mercerizing Co.	Chattanooga, Tenn.	*Mercerized Yarns*	Nelson Chesman & Co., Chattanooga
Frivolite	Chattanooga, Tenn.	*Art and Gift Goods*	Nelson Chesman & Co., Chattanooga
Van Ess Laboratories, Inc.	Chicago	*Shampoo and Scalp Treatments*	Lord & Thomas and Logan, Chicago
The Logan-Long Co.	Chicago	*Asphalt Roofing*	Simmonds & Simmonds, Inc., Chicago
O. D. Jennings Co.	Chicago	*Vending Machines*	Simmonds & Simmonds, Inc., Chicago
The Columbus Shirt Co.	Chicago	*Men's Shirts*	Frederick-Ellis Co., Inc., Chicago
The Packard Mfg. Co.	Chicago	*Men's Shirts*	The Irwin L. Rosenberg Co., Chicago
Martin's Jewelry Co.	Chicago	*Jewelry*	The Irwin L. Rosenberg Co., Chicago
The Currier Mfg. Co.	Minneapolis	*Office Appliances*	The Kraff Adv. Agcy., Minneapolis
The May Hosiery Mills	New York	*Hosiery*	Cecil, Barreto & Cecil, New York
The Auburn Automobile Co.	Auburn, Ind.	*Automobiles*	P. P. Willis, Inc., Toledo, Ohio
The Monarch Jug Co.	Webster City, Iowa	*"Therma-Jug"*	Porter-Eastman-Byrne Co., St. Louis
Belding-Corticelli, Ltd.	Montreal, Can.	*Silks*	Campbell-Ewald, Ltd., Montreal
Commerce Guardian Trust & Savings Bank	Toledo, Ohio	*Finance*	Edwin Bird Wilson, Inc., New York
The Ross Heater Mfg. Co	Buffalo, N. Y.	*Heating Systems*	Graham & Wallis, Chicago
The Pronto Mfg. Co.	Baltimore, Md.	*Electric Stoves*	H. Lesseraux Adv. Agcy., Baltimore
White Pigeon Laboratories	White Pigeon, Mich.	*Anti-Septic Poisoning Preparation*	Hurja-Johnson-Huwen, Inc., Chicago
Fenton, Smith & Saffir	Detroit	*Finance*	Fecheimer, Frank & Spedden, Inc., Detroit
The Finzer Bros. Clay Co	Sugarcreek, Ohio	*Clinton Face Brick*	The McAdam-Knapp Adv. Corp., Wheeling, W. Va.

*Advertising placed in poultry and farm papers only.

**The advertising for Rome "De-Lux" bed springs continues to be handled by the George Batten Co.

NEW ADVERTISING AGENCIES AND SERVICES, ETC.

Weinstock, Landsheft & Buck, Inc.	1001 Genesee Bldg., Buffalo, N. Y.	*Advertising*	E. J. Weinstock, A. W. Landsheft and Paul Buck

PUBLICATION CHANGES AND APPOINTMENTS

"Daily Union," New Haven, Conn. — Has changed its Sunday edition from standard to tabloid size.

"News," and "Tribune," Galveston, Tex. — Have been combined. The "News" having recently purchased the "Tribune."

"Times," Elizabeth, N. J. — Appoints Charles E. Miller and W. H. Stockwell, Chicago, as its Eastern and Western Advertising Representatives respectively.

"Independent Press," Bloomfield, N. J. — Has been sold by Col. Charles R. Blunt and A. G. Leiss to Alex. L. Moreau, publisher of the "Transcript," Freehold, N. J.

"Morning Telegraph," New York — Appoints Roy Buell as its Detroit Advertising Representative

"Valley Morning Telegram," McAllen, Tex. — Has been merged with the "Valley Daily Globe," Harlingen, Tex. The new publication will be known as the "Valley Globe-Telegram," Harlingen.

"Star," Bridgeport, Conn. — Has been merged with the "Times," Bridgeport, Conn. The name of the paper will be the "Star-Times."

"Herald," Bridgeport, Conn — Appoints the George B. David Co., New York, as its National Advertising Representative.

"News," Parkersburg, W. Va — Appoints the G. Logan Payne Co., Chicago, as its National Advertising Representative. (Effective Jan. 7, 1927)

"Sun," Lawrence, Mass. — Has been sold to Horace P. Warrington by Frederick W. Enwright, publisher.

American Newspapers Publishers' Assn — Announces that the "New Dominion," Morganstown, W. Va., has been elected to membership.

THE ERICKSON COMPANY

Advertising

381 FOURTH AVENUE, NEW YORK

If you want to know about our work, watch the advertising of the following:

BON AMI
CONGOLEUM RUGS
VALSPAR VARNISH
GRINNELL SPRINKLERS
McCUTCHEON LINENS
PETER SCHUYLER CIGARS
ANSCO CAMERAS AND FILM
COLUMBIA WINDOW SHADES
TARVIA
DUZ
HAVOLINE OIL
WALLACE SILVER
THE DICTAPHONE
BARRETT ROOFINGS
NAIRN INLAID LINOLEUM
COOPER HEWITT WORK-LIGHT
TAVANNES WATCHES
BONDED FLOORS
NEW-SKIN

What we've done for others we can do for you.

Member of the American Association of Advertising Agencies
Member of the Audit Bureau of Circulations
Member of the National Outdoor Advertising Bureau

Advertising & Selling · The NEWS DIGEST · Issue of Nov. 17, 1926

PUBLICATION CHANGES AND APPOINTMENTS (*Continued*)

"Advocate," Belleville, Ill. .....Appoints Inland Newspapers, Inc., New York and Chicago, as its National Advertising Representative.
"Record," Biddeford, Me. .....Has suspended publication.
"Courier," Bristol, Pa. .....Appoints Hamilton-DeLisser, Inc., New York, as its National Advertising Representative.
"Gazette," Alexandria, Va. .....Appoints the G. Logan Payne Co., New York, as its National Advertising Representative.
"Farming Topics," Chicago .....Has suspended publication.
"Swine Grower," Nappanee, Ind. .....Has been merged with the "American Swineherd," Chicago.
"News," Batavia, N. Y. .....Appoints Ingrahan-Powers, Inc., New York, as its National Advertising Representative.
"Hawk-Eye," Burlington, Iowa .....Appoints Cone, Rothenburg & Noee, Inc., Chicago, as its National Advertising Representative.
"Sunday Courier," Harrisburg, Pa. .....Appoints Wales & Wolfe, New York and Chicago, as its National Advertising Representatives.
"New York Graphic," New York.....Appoints Charles H. Shattuck, Chicago, as its Western Advertising Representative.
"Post-Enterprise," Sheridan, Wyo.....Appoints The Fred L. Hall Co., Inc., San Francisco, Cal., as its Western Advertising Representative.
"Long Island Press," Jamaica, N. Y.....Appoints The George B. David Co. as its National Advertising Representative.
"Capitol," and the "Maryland Gazette," Annapolis, Md.....Have been sold to Talbot T. Speer and H. C. Carrol by Ridgely P. Melvin.
"Manufacturers News," Chicago .....Appoints C. F. Chatfield, New York, as its Eastern Advertising Representative.

MISCELLANEOUS

Art-Ad Studio Corp., Mansfield, Ohio.....Name changed to The Morgan-Todd Co.
Britt-Schiele Adv. Co., St. Louis, Mo.....Name changed to Britt-Gibbs Adv. Co.
"Chicago Merchant-Economist and Dry Goods Reporter," Chicago.....Name changed to "Dry Goods Reporter of Chicago."
"Southwest Merchant-Economist and Drygoodsman," St. Louis .....Name changed to "Drygoodsman of St. Louis."
"City Manager Magazine," Lawrence, Kan. ....Name changed to "Public Management."
"Creamery & Milk Plant Monthly," Chicago...Name changed to "Milk Plant Monthly & Ice Cream Topics."
The Associated Business Papers, Inc. .....Announces that "The Shears," Lafayette, Ind., is now a member.
The Merchandising Publishing Corp. New York.....Has opened an eastern office at 47 West 42d Street, New York City.
The Barton Mfg. Co., St. Louis.....Has purchased the Oil Glow Shoe Polish Co., Fremont, Ohio
The Porter, Eastman, Byrne Co., Chicago.....Has opened a St. Louis office. Seymour Schiele, Vice-Pres., is in charge.
The Marx Flarsheim Co., Cincinnati.....Have opened a New York office at 565 Fifth Ave. J. J. Marx is in charge.
The Plantinide Co., Inc., Providence, R. I.....Name changed to Bolles & Hanson, Inc.
Doty & Payne, San Francisco, Los Angeles and Portland.....Named changed to Doty & Stypes, Inc.

CHANGES IN ADDRESSES

Advertising Agencies and Services, Publications, etc.

Name	*Business*	*From*	*To*
"The Agricultor"	Publication	406 Broadway, Milwaukee, Wis.	429 Broadway, Milwaukee
"Babyhood,"	Publication	21 No. La Salle St., Chicago	Marion, Ind.
The Shuman-Hawes Adv. Co.	Advertising	230 East Ohio St., Chicago	820 Tower Bldg., Chicago
Oliver M. Byerly	Advertising	Penton Bldg., Cleveland	B. of L. E. Bank Bldg., Cleveland

Greatest Sunday Circulation in New England

THE outstanding leadership of the Boston Sunday Advertiser in New England is emphasized by Boston Publishers' Statements to the Government for the six months period ending September 30, 1926.

Sunday Advertiser	490,588	Every Sunday the Advertiser sells
Sunday Post	339,486	151,102 more than the Post
Sunday Globe	322,395	168,193 more than the Globe
Sunday Herald	122,750	367,838 more than the Herald

The Boston Sunday Advertiser not only leads all other Boston Sunday papers in total circulation by a substantial margin — *the circulation of the Sunday Advertiser in Boston and within fifty miles of Boston is greater than the total circulation everywhere of any other Boston Sunday paper!*

BOSTON SUNDAY ADVERTISER

RODNEY E. BOONE
9 East 40th Street
New York City

H. A. KOEHLER
Hearst Bldg.
Chicago

S. D. CHITTENDEN
5 Winthrop Sq.
Boston

F. M. VAN GIESON
Monadnock Bldg.
San Francisco

LOUIS C. BOONE
Book Tower Bldg.
Detroit

BUILDING SUPPLY NEWS

Member: A. B. C. and A. B. P.

"Edited for the Merchant of the Building Industry"

". . . . In fact we are frank to state to you that our advertising in your paper has made a higher return than any other trade paper advertising we have done."

THE FAIRFIELD ENGINEERING CO.,
J. B. Bray, Secretary, Marion, Ohio.

95% Of The Chicago Tribune Circulation Is In The Best Counties Of The Chicago Territory

95% of the circulation of The Chicago Sunday Tribune is in the counties of Illinois, Indiana, Iowa, Michigan and Wisconsin, designated as "best" by an independent analysis covering value of products, automobiles, dwellings, income tax returns and retail outlets. Four per cent is in the "good" counties; 1.2% in the "fair"; and .08 of one per cent in the poorest counties.

94.7% of daily Tribune circulation is in the "best" counties; 3.3% in the "good"; 1.8% in the "fair"; and .2 of one per cent in the "poor" counties.

Of the 509 Tribune towns of 1,000 population or more where The Chicago Sunday Tribune reaches from 20 per cent to 90 per cent of the families, 485 towns are in the "best" or the "good" counties of The Chicago Territory.

Of the 191 towns of 5,000 population or more where the Tribune reaches 20 per cent to 90 per cent of the families, 97 per cent of the towns are in the "best" or the "good" counties.

In Chicago, Tribune circulation is strongest in the best districts. Because of the character, as well as the size of its circulation, The Chicago Tribune is the greatest selling force in the five states of The Chicago Territory—Illinois, Indiana, Iowa, Michigan and Wisconsin.

Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

Circulation more than 750,000 daily; more than 1,150,000 Sunday

Advertising & Selling

PUBLISHED FORTNIGHTLY



Courtesy The Gorham Company

DECEMBER 1, 1926 15 CENTS A COPY

In this issue:

"Uncapitalized Habits" By S. H. Giellerup; "Making the Factory a Tool of Production" By W. R. Basset; "Why Don't the Cotton Growers Combine and Advertise?" By W. R. Hotchkin; "Shout 'Hey' With Your Copy" By Arthur B. Rubicam; "The 'Why' of a Freight Traffic Manager"



Member of The 100,000 Group of American Cities

Fortunes Founded on Confidence

The great fortune of John Murray Forbes, the famous merchant and investment banker of Boston, was founded largely on the confidence of two Chinese merchants whose acquaintance he made while traveling in the Far East. Such was the confidence which these oriental gentlemen reposed in Mr. Forbes that they gladly permitted him to invest large sums of their money in American securities which proved profitable to all concerned.

Hundreds of thousands of Chicago citizens repose much the same confidence in the advertising in The Chicago Daily News as the Chinese merchants placed in Mr. Forbes. As Chicago's home newspaper, with more than 400,000 average daily circulation, The Daily News is the customary buying guide of the great majority of Chicagoans.

Advertising space in The Daily News is an investment in confidence.

Total Display Advertising, First Ten Months of 1926

The Chicago Daily News	14,186,783 agate lines
The next daily paper	12,090,035 agate lines
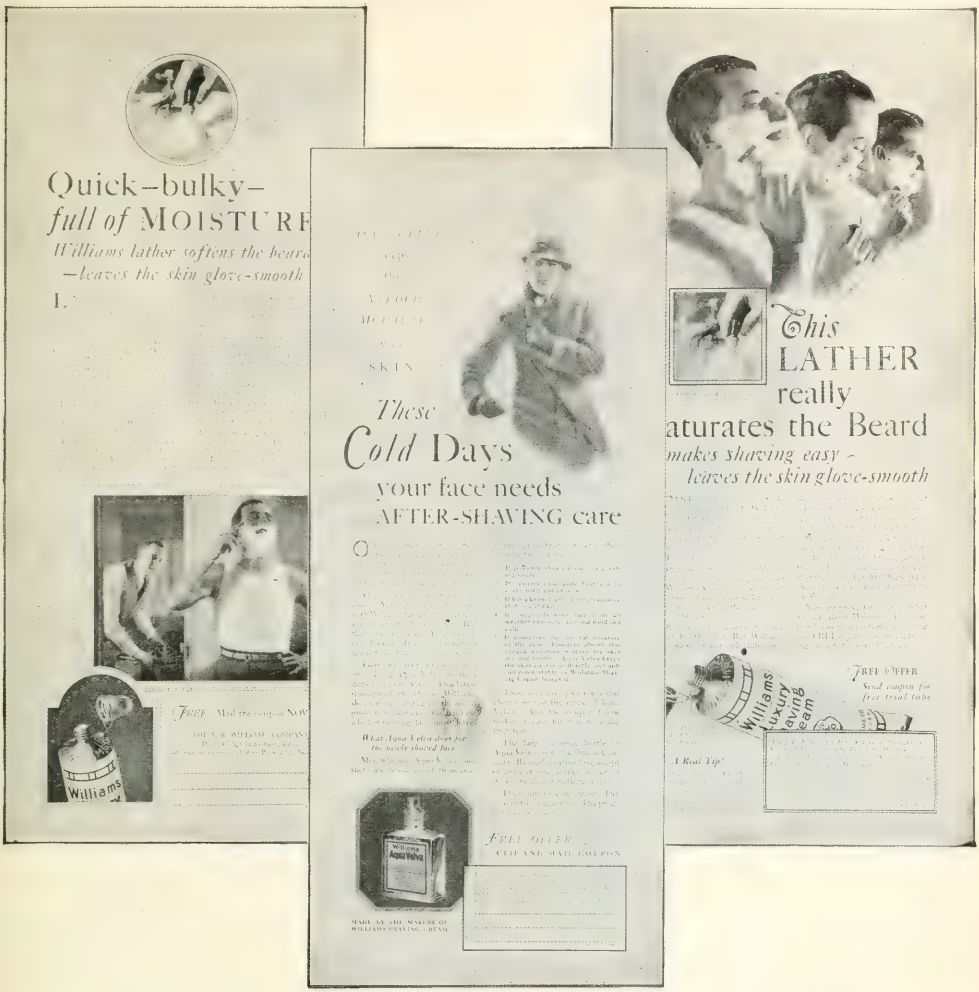
THE CHICAGO DAILY NEWS

First in Chicago

Advertising Representatives:

NEW YORK — J. B. Woodward, 110 E. 42d St.
CHICAGO — Woodward & Kelly, 360 N. Michigan Ave.
DETROIT — Woodward & Kelly, Fine Arts Building
SAN FRANCISCO — C. Geo. Krogness, 253 First National Bank Bldg.

Published every other Wednesday by Advertising Fortnightly, Inc., 9 East 38th St., New York, N. Y. Subscription price $3.00 per year. Volume X, No. 3. Entered as second class matter May 7, 1923, at Post Office at New York under Act of March 3, 1879.



Facts need never be dull

A good salesman must not only have all the facts about his product at his finger-tips, but must be able to present those facts in a way that will interest prospects.

The Richards Company operates on the same principle —*facts first*—as a sound basis on which to work; *then advertising*—based upon the facts—advertising so interesting that those facts will be read.

Joseph Richards Company, Inc., 257 Park Avenue, New York City.

RICHARDS . . . *Facts First* . . . *then Advertising*



When you get right down to fundamentals

All Product Advertising Is *Retail* Advertising At *Heart*

EVERY advertisement that achieves the ultimate purpose for which it was created must do so at the point of purchase, where Mr., Mrs. and Miss Consumer exchange their money for the product *at retail.*

By the very mechanics of distribution, all product advertising is retail advertising at heart. Its results are tallied by the cash register. That's why newspapers, and particularly the leading retail advertising medium in every city, are pre-eminently the medium for advertising to make sales. "National" and "Local" are mere trade designations. Fundamentally all advertising has to stand or fall on sales *per dollar of cost.*

For 57 years, The Indianapolis News has towered above its field in every advertising classification. And in advertising results. It makes sales for manufacturers, distributors and retailers at the place where sales are made—*the retail store.*

Exclusive Indianapolis Member
100,000 Group of American Cities, Inc.

THE INDIANAPOLIS NEWS

New York, DAN A. CARROLL
110 East 42nd Street

FRANK T. CARROLL, *Advertising Director*

Chicago, J. E. LUTZ
The Tower Building

Everybody's Business

By Floyd W. Parsons



LET'S have a visit with Dr. McCollum. He is the fellow who discovered vitamins, and who probably has done more to advance our knowledge concerning human diet than anyone living today. Like many others, I have been interested in the subject of correct eating for several years. But it was only after I dropped off the train in Baltimore one day and went up to Johns Hopkins to see McCollum's 2000 rats, used in his diet experiments, that this food problem shaped up in my mind as a matter of vital importance.

Our diet specialists, who are somewhat at odds with the medical fraternity, have announced that success in dieting depends not on merely providing the right quantity of calories, but rather on combining at one meal only those foods that will not fight or ferment in the stomach. Dr. McCollum is not so severe in his formula, and therefore his philosophy should appeal to people who object, as they say, to having "the joy taken out of life."

He asserts that appetite is no safe guide to the selection of foods. The appetite may call for sweets, alcohol, tobacco or drugs. He also points out that we are now engaged in a great diet experiment, due to the introduction of city life which has provided us with the problem of transporting, preserving and storing large quantities of foods. It has given us white bread because the whole grain bread does not keep so well. It has also given us refined foods in immense quantity and canned products of every description. Therefore, the diet situation is far different from that of our forefathers. They ate eleven pounds of sugar, per person, a year; we eat 100 pounds.

There are five vitamins, all of which are essential to the maintenance of vigorous health. But Dr. McCollum feels sure that no one will suffer from a lack of vitamins if he consumes plenty of whole, fresh milk, green vegetables and fruits. The threat of the present day arises from a diet of lean meat, white bread, cooked starches and sugars. Many people today die at forty, although they are not buried until they are eighty. Forty years of ill health is the price they pay for diet ignorance.

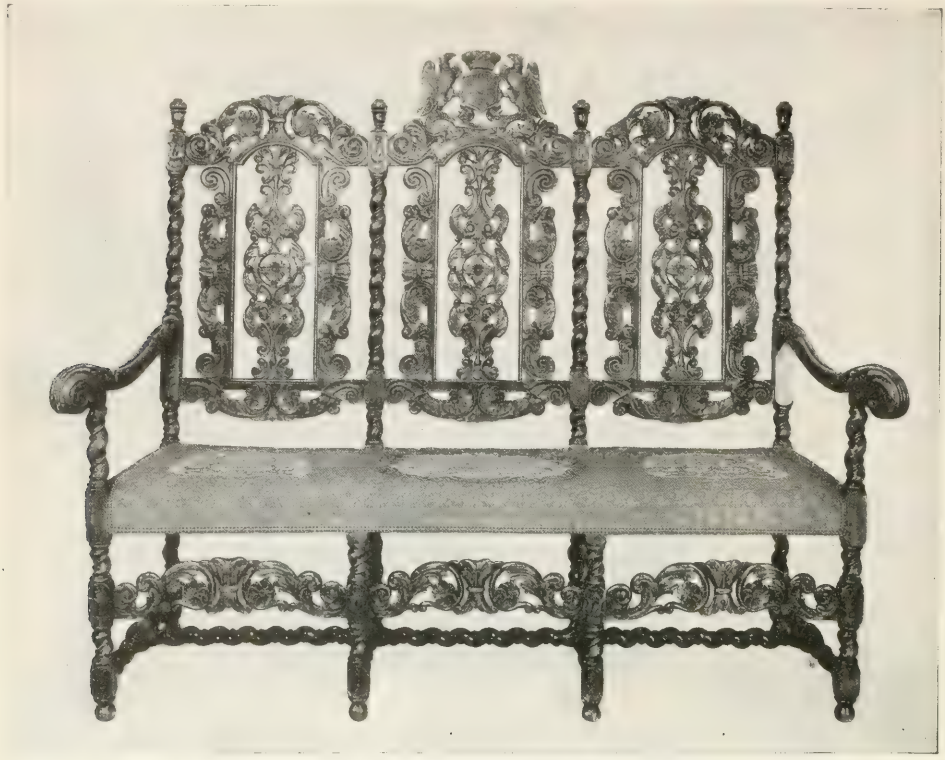
Here are just a few of his statements that provide food for thought: First he emphasizes that a wide variety in diet does not necessarily assure safety in nutrition. The leaves of many plants come nearest to constituting a complete food. Certain species of animals have subsisted for centuries solely upon the leaves of grass. Meat-eating tribes such as the Esquimo, the Aborigines of Patagonia, the Laplanders of Northern Scandinavia, and certain tribes of North American Indians, maintained themselves in health by supplementing their protein diet with berries, milk, fish, leaves and bark. Most eaters and carnivorous animals consume the glandular organs of their victims. These internal organs, such as liver, kidney, sweetbread, etc., are fairly rich in vitamins, and help provide health insurance.

Nuts are so rich in protein and fat that they should not be eaten in large quantities. Bran is a good corrective for constipation, but it is rather harsh and irritates the intestines, so people suffering from colitis should leave it alone. One of Dr. McCollum's favorite suggestions to those bothered with constipation is that they take a quart of water at about body temperature and dissolve in it two level teaspoonfuls of common table salt. This makes a solution having practically the same concentration of salt in it as is contained in the blood. Take a part or all of this salt water an hour or more before breakfast and then lie down for about half an hour.

McCollum favors sour milk. He thinks that the five-cent ice-cream cone is fine for kids if the product is pure. He asserts that the nutritive value of the cheap cuts of meat compares favorably with the more expensive cuts. As for the idea of many that white meats are more suitable than red meats for invalids, there is no scientific evidence now available to support this view. Sea fish is as good as meat with the possible added advantage that it contains vitamins A and B and iodine. We eat more meat and fish than we should, says the doctor, and he blames this on the fact that when meats are not used greater culinary skill is necessary to make uniformly satisfying menus.

He points out that fear, anger and pain disturb digestion. Let the parent wait for an hour after mealtime before severely scolding children. Some dyspeptics make food injurious to themselves by fearing it or holding a prejudice against it. One great rule to help digestion is to stop worrying.

He also believes that salts and all vegetable cathartics are injurious. Yeast is very good for many. Excess weight is generally due to over-eating, a lack of exercise and a "sweet tooth." We spend a half billion dollars annually for candy. A person fifty pounds overweight at the age of fifty has only half the expectation of life of the man of normal weight. Reducing nostrums are dangerous. Too rapid reduction of weight is certain to bring on acidosis, and all of its dire consequences. It is not necessary to exercise violently or to perspire excessively in order to get the weight back to normal. The proper way to reduce is to do it entirely by a thoughtful selection of foods.



ENGLISH EIGHTEENTH CENTURY WALNUT SETTEE PURCHASED
AT THE DAWSON SALE FOR $1,300 BY CALLINGHAM-LLOYD

for Collectors *and* Connoisseurs

INTERNATIONAL
STUDIO
119 WEST 40TH STREET
NEW YORK

WHETHER it be dealing with the paintings of a contemporary or an old master, whether the subject be Chinese porcelains or English pottery, whether it be treating of old Italian laces or modern sculpture, International STUDIO speaks with authority.

IN its printing, its typography and its illustrations, nothing will so convince you of the perfection of its technic as a personal examination of any recent issue.

WHEN you have examined a single copy, we believe you will recognize at once that International STUDIO is an individual factor to be considered when making up a list of class mediums to reach ultra-class purchasers.

ADVERTISERS who critically examine it for the first time confess to the same thrill that is experienced by the reader. Here is a magazine, they say, which is creating a new and undeveloped unit of circulation, representing both culture and wealth.

on farms—in mines and mills—
. . . . and in the corner grocery store—

Business Booms In Birmingham

These Newspaper Excerpts tell the story:—

HEAVY '27 ORDERS WILL KEEP STEEL MILLS BUSY HERE

Railroads Buy Rails; Cement Plant Almost Done; Coal Orders Are Heavy

BY LEON W. FRIEDMAN
Industrial Editor The Birmingham News

Several hundred thousand tons of steel products have been sold for delivery during 1927, books have been opened for the first three months delivery of pig iron, coal orders are in hand and other orders are being offered which will warrant steady operation of mines for several months to come, while coke producers and independent coke makers have many contracts in hand, and other business is in sight.

This is but a casual survey of the situation as the new year approaches, the end of this year being a month and 10 days off yet.

ALABAMA CROPS LARGEST MADE IN LAST TEN YEARS

Thanksgiving Season In State Finds Farmers' Pantries Full Of Good Eats

BY P. O. DAVIS
Extension Service A. P. I., Auburn

For good yields of every important crop which they grow Alabama farmers will give thanks this year. With the exception of peanuts, the present Thanksgiving season finds them with larger harvests of every crop than was made last year, a condition which is unusual. Ordinarily, when the production of one crop is up others are down, but high acre-yields of all crops were made this year. The reduction in peanuts was due to a reduction in acreage planted.

Although not the largest crop ever made in Alabama, the present crop is the largest in ten years. Corn is about a 10-year average. Along with these, Irish potatoes, sweet potatoes, sugarcane syrup, sorghum and the smaller crops, such as dried pease and beans, have yielded well, with the result that more farmers than usual have pantries full of good things to eat this Thanksgiving season.

Choose Your Market Where Prosperity Lowers Sales Resistance

The Birmingham News

The South's Greatest Newspaper

NATIONAL REPRESENTATIVES
KELLY-SMITH CO.

New York Chicago Boston Philadelphia

J. C. HARRIS, JR., Atlanta



Buy Christmas Seals



What, no river there?

Dredge one!

JOVE thundered. And forests were felled or rivers changed in their course for the building of a railroad or a power plant. (Or at least so runs the legend told about those strong exultant Titans of American business who once drove their unfettered wills over the virgin fields of American industry and commerce.)

But today it is no longer the landscape of the countryside, but the landscape of business that is changing.

New forces, huge and impersonal, a new and far more complex order in business, have brought a new type of Titan into control: the engineer of the new forces.

It is these new forces which Nation's Business measures and interprets.

240,000 business men, alert and sensitive to the new trends and currents in business, subscribe for and read this magazine. The intensity of their interest may be measured by their growth in numbers—doubled in the past 3 years, tripled in the past 5 years.

NATION'S BUSINESS

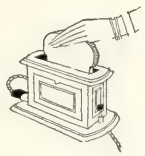
MERLE THORPE, *Editor*

Published Monthly at Washington by the Chamber of Commerce of the U. S.

Sell to the Electrically Equipped Homes in the Northern Nine Counties of New Jersey

Homes electrically equipped are always the best prospects for superior merchandise of every kind—whether it be for more electrical appliances or for foods or furnishings.

Judge, then, the desirability of the Northern 9 Counties as a market for your sales by these facts:



517,650 of the 580,000 families in the Northern 9 Counties are domestic lighting customers—89 per cent.

Although 26 per cent of the residents in the Metropolitan District live in the Northern 9 Counties of New Jersey, 40 per cent of the Metropolitan users of electrical appliances reside in the Northern 9 Counties.

The Northern 9 Counties comprise, therefore, the richest market for electrical appliances in the entire Metropolitan District—itself the richest market in the United States.

No matter what you sell—if it be quality merchandise—expect nearly double the ratio of your sales in the Northern 9 Counties to what you expect the country over. Isn't it worthwhile to double up on selling effort where every prospect is nearly twice as good a customer for you as you will find elsewhere?



Charm, The magazine of New Jersey Home Interests, is predominant in this richest of Metropolitan markets. It covers 81,237 of the finest homes of Northern New Jersey. It is eagerly read and readily responded to—a rich perfected instrument for the promotion of sales.

CHARM

The Magazine of New Jersey Home Interests

Office of the Advertising Manager, 28 West 44th Street, New York

THE COLUMBUS MARKET

The Dispatch Covers the Central Ohio Market Thoroughly—and is the State's First Newspaper in Advertising Volume

THE DISPATCH circulation covers Columbus and Central Ohio Trading Area so thoroughly and its reader influence is so great that practically every important national campaign entering this market is placed in the Dispatch exclusively. 1194 National and Local Display Advertisers used no other newspaper during 1925.

The City Circulation alone of the Dispatch equals over 90 per cent of the homes—all classes read it.

Its constructive and progressive policy makes true the slogan "OHIO'S GREATEST HOME DAILY." Dispatch promotional projects such as Radio Shows, Building Exhibits, Home Beautiful Expositions, Junior League Club, etc., are pronounced successes. The Home Beautiful Exposition of 1925 was attended by over 300,000 people.



Out of 106,814 daily paid circulation, 102,507 is concentrated in the 29 counties. In these counties there are 295,060 families; 279,599 homes; 230,482 automobiles; 55,258 income taxpayers; 76,816 farms. The total population being 1,152,503.

Market Information and Service Bureau

National advertisers and agencies using the Dispatch receive one hundred per cent service, such as

MARKET SURVEYS
CLASSIFIED ROUTE LISTS
SHOW-WINDOW DISPLAYS
MONTHLY TRADE PAPER PUBLICITY
TALKS TO SALES GROUPS

Circulation

Sworn circulation of the Columbus Dispatch for the six months' period ending September 30th, 1926:

(Government Statement)

	City	Suburban	County	Total
Week Day	55,920	27,897	22,997	106,814
Sunday	53,440	19,615	15,375	88,430

1925 Advertising Volume of Principal Ohio Newspapers

(In Agate Lines)

COLUMBUS DISPATCH	**21,544,376**
Second Paper (Cleveland)	18,895,993
Third Paper (Dayton)	16,781,576
Fourth Paper (Toledo)	15,539,337
Fifth Paper (Akron)	14,477,071
Sixth Paper (Cincinnati)	14,177,908

The Dispatch printed over 54 per cent of all Columbus newspaper advertising in 1925 or 3,680,065 lines over all others combined.

Following are the advertising figures of Columbus newspapers in agate lines for 1925:

	Local	National	Classified	Legal Reader	Total
Dispatch	14,474,370	2,873,286	4,125,905	70,815	21,544,376
Citizen	7,598,555	1,135,626	1,611,205	51,925	10,307,311
Journal	5,161,980	738,42?	1,406,150	250,447	7,557,000

Dispatch exceeded second paper by 11,237,065 lines.
Dispatch exceeded third paper by 13,987,376 lines.

January 1st to October 31st, 1926, Dispatch carried 19,038,497 lines, exceeding all other Columbus papers combined by 2,689,613 lines.

The Columbus Dispatch

Buffalo the Wonder City of America

First Ten Months of 1926
Show a Gain of Nearly a Million Lines

1925 was the biggest year in the history of the Buffalo Evening News—both in advertising and circulation.

1926 is showing even greater growth.

Paid advertising published in the Buffalo Evening News during the first ten months of 1926 amounted to

13,071,596 Lines

a gain of 909,980 lines over the same period in 1925

The net paid circulation of the Buffalo Evening News for October was

147,891

a gain of 12,858 over October, 1925

Cover the Buffalo Market with the

BUFFALO EVENING NEWS

EDWARD H. BUTLER
Editor and Publisher

Marbridge Bldg., New York, N. Y.
Waterman Bldg., Boston, Mass.

KELLY-SMITH CO.
National Representatives

Tribune Tower, Chicago, Ill.
Atlantic Bldg., Philadelphia, Pa.

20,000 more for 2 cents

IF you charge $10,000 for 36,000 units of your product you would charge about $15,000 for 56,000 units or 57% more, wouldn't you?

The Akron Beacon Journal is selling 56,261 circulation now for the same price that it charged for 36,788 circulation four years ago.

On January 1, 1927, the rate will be increased two cents a line on R. O. P. space, making an increase of 20% in rate to take care of a raise of 57% in circulation. This is disproportionate, but quite favorable to the space buyer.

This additional rate buys also the growth in numbers and in buying power of the Akron Market which has just been revealed by Federal and industrial surveys. This growth will continue to increase the effectiveness of your advertising appropriation in Akron just as if it were placed on interest to be compounded monthly.

35,788
38,176
39,193
40,558
42,209
45,727
47,254
51,925
56,261

Circulation by six month periods from October 1, 1922, to October 1, 1926.

AKRON BEACON JOURNAL

Member of The 100,000 Group of American Cities

STORY, BROOKS & FINLEY, Representatives
New York San Francisco
Philadelphia Chicago St. Louis Los Angeles

1st in Ohio—8th in U. S. in advertising linage among six-day evening newspapers.

CONTEST WINNER

This remarkable 1847 Rogers Bros. portfolio won the Cantine contest for exceptional printing and advertising ability which closed Sept. 30th. Prepared by Lennen & Mitchell, 17 E. 45th St., New York City. Printed by Curtiss-Way Company, Meriden, Conn.





INVINCIBLE!

It is only natural. Those who have an impressive printing job to be done specify an impressive paper for it.

They don't jeopardize their large investment in art work, cuts and typography by a last-minute impulse to keep the cost down—with a cheaper paper. Cost is determined by the results obtained and in no other way.

The International Silver Company had a wonderful story to tell its trade. It was presented in a startling portfolio of 24½" by 18½" page size. It called for exceptionally fine halftone printing—attainable only on an exceptionally fine paper. Cantine's Ashokan, 100 lbs. was used. And the job measured up to the high expectations set for it—in appearance and effectiveness.

The true economy of Cantine's Coated Papers was again demonstrated!

A handsome steel-engraved certificate is awarded each quarter to the producers of the most meritorious job of printing on any Cantine paper. Write for details, book of sample Cantine papers and name of nearest distributor. The Martin Cantine Company, Dept. 331 Saugerties, N. Y.

Cantine's COATED PAPERS

CANFOLD · ASHOKAN · ESOPUS · VELVETONE · LITHO C I S

Canfold used for this Reprint

May we show you to Boston's

"What's the matter with the Boston district?" the sales manager asks. *"Why can't we get the results from our advertising there that we get elsewhere?"*

TO many manufacturers Boston is a difficult market to sell because the population is so scattered. But if you examine Boston closely you will find that like other districts, it has its key market. And one of the best known principles of salesmanship is this:

"Concentrate your sales and advertising effort upon the key market first. Outlying markets will soon fall into line."

Draw a circle with a 12-mile radius around Boston. Enclosed within this circle is the city's real trading area. Here are the reasons:

Boston's department stores make 74% of their package deliveries to customers living in this 12-mile area. One of the foremost department stores obtains 64% of all its charge accounts in this area.

The population of this 12-mile trading area, numbering 1,567,257, forms almost two-thirds of all the population living within 30 miles of Boston. This population is rich—with an average per capita wealth of about $2,000.

How the Globe concentrates on this key market

Here, within this 12-mile area, the Globe has the largest circulation of any Boston Sunday newspaper. And here the circulation of the daily Globe exceeds that of Sunday. This is the Globe's market.

Because of this uniform seven-day concentration upon Boston's key market the Sunday Globe carries as much department store lineage as the other three Boston Sunday papers combined. And in the daily Globe the department stores use more space than in any other daily paper.

There is a very definite reason for this. The department stores know their local market. They have a daily check on the results of their advertising. They use the Globe first because the Globe's concentration

Of the 30-mile radius around Boston the 12-mile Trading Area contains:—

- 74% of all department store package deliveries
- 64% of a leading department store's charge accounts
- 61% of all grocery stores
- 60% of all hardware stores
- 57% of all drug stores
- 57% of all dry goods stores
- 55% of all furniture stores
- 46% of all auto dealers and garages

Here the Sunday Globe delivers 34,367 more copies than the next Boston Sunday newspaper. The Globe concentrates in this area—199,392 daily—176,479 Sunday.

The Boston Globe

the way Key Market?

upon Boston's key market is reflected in their sales figures.

As they make a closer study of the facts, national advertisers are coming to realize more and more the importance of Boston's key market. That is why in the first nine months of 1926 the Globe carried 27 per cent more national advertising than in the same period last year.

The Globe has gained its preponderance of circulation in Boston's key market simply by publishing a newspaper that Boston men and women wish to read. Impartiality in matters of race, creed and politics, special features such as its Household Department, sports, editorials, etc.,—these have built the Globe's circulation. A family newspaper that goes into the home—and stays there.

Study the map herewith. It shows you Boston's key market—the 12-mile trading area. To concentrate upon that area buy the Globe.

The Globe leads them all!
Total Advertising
September, 1926

Globe	—1,336,052 lines
2nd paper	—1,274,576 "
3rd paper	— 956,062 "
4th paper	— 496,677 "

Nine months of 1926

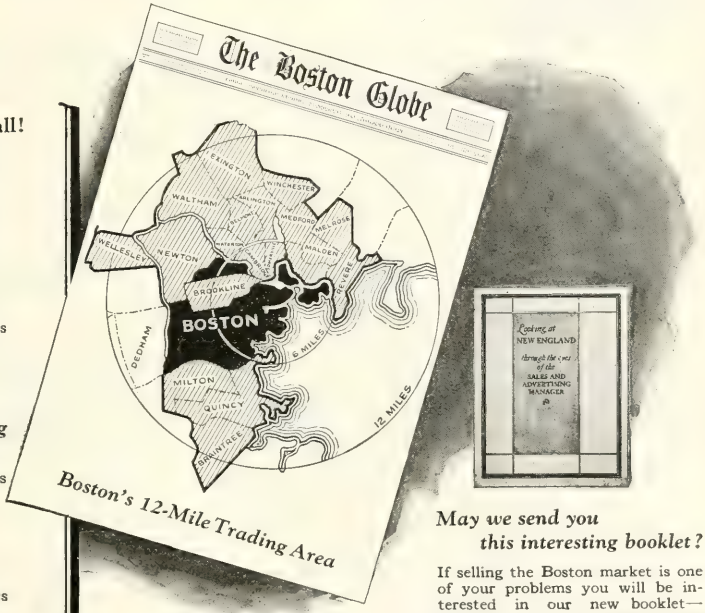
Globe	—12,014,812 lines
2nd paper	—11,616,917 "
3rd paper	— 9,086,756 "
4th paper	— 3,719,510 "

Dept. Store Advertising
September, 1926

Globe	— 315,604 lines
2nd paper	— 222,416 "
3rd paper	— 211,395 "
4th paper	— 68,901 "

Nine months, 1926

Globe	— 3,102,163 lines
2nd paper	— 2,242,144 "
3rd paper	— 1,906,610 "
4th paper	— 713,691 "



Boston's 12-Mile Trading Area

Total net paid circulation
for year ending March 31, 1926
Daily 278,988—Sunday 325,234

May we send you this interesting booklet?

If selling the Boston market is one of your problems you will be interested in our new booklet—"Looking at New England through the eyes of the Sales and Advertising Manager." We shall be glad to send you a copy on request.

The Globe sells *Boston*



From the pages of Delineator to the dinner tables of well-to-do AMERICA

It's but a step, a short step, from the pages of Delineator—
to the dinner tables of well-to-do America.

It's a step many thousands of women are taking, and more and more thousands each month, with—

Mildred Maddocks Bentley

Director of Delineator Home Institute.

From the use of an electric range to the preparation and serving of a formal Christmas dinner [this latter of course in the December issue] Mrs. Bentley is offering suggestions both practical and delightful, to thousands and thousands of American women eager to receive them.

You, the advertiser, are invited to take this step with Delineator—

Directly from its pages to the dinner tables of well-to-do America.

[The Delineator Home Institute is part of Delineator's plan to further the Art of Gracious Living]

Delineator

Established 1868

THE BUTTERICK PUBLISHING COMPANY

S. R. LATSHAW, *President*

Advertising & Selling

VOLUME EIGHT—NUMBER THREE

December 1, 1926

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HARRY E. TAYLOR



© Herbert Photos, Inc.

THE foundation—often unrecognized by the manufacturer—of many successful businesses is the tendency of the public to form habits of buying packaged goods. The average man selected from any typical group or assembly of his peers will be found to stick to one brand for a long time simply because he always has in the past. Moreover, it will be discovered that he is wedded to the product itself rather than to the trademark or name. Mr. Giellerup has secured reports from several thousand people regarding their methods of buying, and in this issue he makes public the interesting conclusions he has drawn as a result of his investigation.

M. C. ROBBINS, PRESIDENT
J. H. MOORE, *General Manager*
OFFICES: 9 EAST 38TH STREET, NEW YORK
Telephone: Caledonia 9770

NEW YORK:
F. K. KRETSCHMAR
CHESTER L. RICE

CHICAGO:
JUSTIN F. BARBOUR
Peoples Gas Bldg.; Wabash 4000

NEW ORLEANS:
H. H. MARSH
Mandeville, Louisiana

CLEVELAND:
A. E. LINDQUIST
405 Swetland Bldg.; Superior 1817

LONDON:
66 and 67 Shoe Lane, E. C. 4
Telephone Holborn 1900

Subscription Prices: U. S. A. $3.00 *a year. Canada* $3.50 *a year. Foreign* $4.00 *a year.* 15 *cents a copy*

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We advertise:

Alaska
Almonds
Apples
Apple Butter
Apple Sauce
Animal Spray
Antiseptics
Apricots
Artichokes
Asparagus
Asphalt
Axle Grease

Basement Windows
Beans
Beets
Belt Dressing
Berkshire County, Mass.
Blackberries
Books
Borax
Boric Acid
Boric Talcum Powder
Brake Drums
Breakfast Food

California
Camphor Ice
Camphorated Cream
Candles
Candle Holders
Candy
Caramels
Carrots
Carriage Oil
Catsup
Channels
Cheese Coating
Cherries
Chewing Gum
Chili Peppers
Chili Sauce
Chocolate
Chocolate Bars
Cigars
Clamps
Cleaning Pads
Clutch Discs
Coal Doors
Coffee
Cold Formed Channels and Angles
Cold Cream

Commercial Banks
Compounds
Condensed Milk
Corn
Corner Beads
Crayons
Cranberry Sauce
Crank Cases
Cream Separator
Cylinder Oil
Crow Repellant
Crushed Pineapple
Cultivator Parts
Cup Grease

Dish Washing Powder
Disinfectant
Drains
Dry Milk
Drygoods Store

Electric Light Service
Electric Power Service
Electric Railway Service
El Paso, Texas
Erie, Pennsylvania
Evaporated Milk
Expanded Metal

Factory Sites
Farms
Fibre Grease
Floor Dressing
Fly Spray
Fuel Oil
Furnace Oil
Furniture Polish
Floor Wax
Fruit Drops
Furrow and Gong Wheels

Gasoline
Gasoline Engine Oil
Gasoline Rail Cars
Gas Ranges
Glenwood Springs, Colorado
Grapes
Graphite Lubricant
Grease

Haberdashery
Hair Tonic
Hair Groom
Harness Oil
Harrowtooth Clamps
Harvester Oil
Hats (women's)
Hawaiian Islands
Highlands of Ontario
Hominy
Honey
Hoof Oil
Hosiery
Housing Covers
Household Lubricant
Hotels
Hub Flanges

Industrial Car Wheels
Insecticide
Ironing Wax

Jams
Jasper National Park
Jellies
Joist Pin Anchors

Kerosene

Land Roller Heads
Lever Latches
Lift Truck Platforms
Live Stock Oil
Loganberries

Macaroni
Machine Guard & Factory Partition Material
Magazine
Malted Milk
Malto Cocoa
Maritime Provinces
Marmalades
Merchant Marine
Metal Lathing
Milketts
Milking Machines
Mineral Oil
Mints
Motor Buses
Motor Oil

Motor Trucks
Motorized Fire Apparatus
Municipal Water Service
Mustard

Noodles

Oil Cookstoves
Oil Heaters
Ointment
Olives
Ovens

Paraffine Wax (Refined)
Peaches
Peanut Butter
Pears
Peas
Petroleum Jellies
Phoenix, Arizona
Pickles
Pimientos
Pipe Joints
Platform Boxes
Plows
Plumbers' Thread Cutting Oil
Plums
Pork and Beans
Poultry House Spray
Power
Preserved Milk
Preserves
Pressed Steel
Prunes
Pumpkin

Radio Broadcasting Stations
Radio Store
Radiator Shells
Railways
Raisins
Raspberries
Real Estate
Redwood Lumber
Roof Spray

Salad Oil
Salmon
San Diego, California
Santa Barbara, California
Sauerkraut
Savings Bank
Seats
Securities
Separator Oil
Shelled Walnuts
Shoe Store
Sliced Bacon
Sliced Beef
Sliced Pineapple
Soap Chips
Spaghetti
Spices
Spinach
Sprouts
Squash
State of Maine
Stationery
Step Hangers
Steel Budging
Steel Platforms
Strawberries
String Beans
Stucco Mesh
Sweet Potatoes

Tank and Barrel Heads
Tea
Throat Spray
Tool Boxes
Tomatoes
Tomato Sauce
Tours
Trains
Transit Service
Tree Spray
Trust Service
Tuna Fish

Vanishing Cream
Vegetable Shortening
Vermicelli

Walnuts
Water Heaters
Washing Machines
Washing Machine Soap
Weight Boxes
Wheel Discs
Wicks

Yosemite Park

THE H. K. McCANN COMPANY
Advertising

New York Cleveland San Francisco Montreal
Chicago Los Angeles Denver Toronto

DECEMBER 1, 1926

Advertising & Selling

FREDERICK C. KENDALL, *Editor*

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R. BIGELOW LOCKWOOD JAMES M. CAMPBELL FRANK HOUGH, *Associate Editor*

Uncapitalized Habits

The Books of Most Package Goods Advertisers Fail to Show a Very Tangible Asset

By S. H. Giellerup

TWELVE years ago something (impossible to remember what) induced me to try a Prophylactic tooth brush. Ten years ago I bought my first tube of Palmolive. Eight years ago I squeezed my first Kolynos onto the brush, and two years ago an atomizer full of Glyco-Thymoline took its place on my bathroom shelf.

And so some habits were born. Regularly, ever since, I have replenished my supply with the same brands. As a result of those first purchases, I have bought dozens—scores—of packages. I will go on buying the same brands, I suppose, for the rest of my life unless some manufacturer offers me a better product and is clever enough to get me to try it.

Habits, in buying package goods, seem to be the rule. The canned soup of the famous label standing on our kitchen shelf is a habit formed at least eight years ago. It happens that the brand of soap powder my wife has used ever since we began housekeeping is the same brand that my mother used to send me for when I was a boy. The soap, the breakfast food, the sugar, the salt, the biscuits—each one is of a brand that has long since become a habit.

Peculiar? Not a bit of it! This sticking-to-one-brand-for-a-long-time is the way most of us buy. You have only to consider the package products in your own home. Recall the temporary changes you have made and the frequency with which you returned to your previous choice. I have secured reports from several thousand people regarding their methods of buying and these reports show that you and I are not different from the average American: We select a brand and then buy it over and over again until it becomes a well established custom.

This habit-forming tendency of the public is of vital consequence to the manufacturer. It is the foundation of every successful package business whether the owner realizes it or not. So far I do not believe that many of them do. At least their fiscal policies give no evidence of it. They fail to capitalize the habits which at great expense they have persuaded the consumer to adopt. The average package goods manufacturer assigns no value to Good Will as one of his tangible assets. He enters it not at all, or perhaps as worth $1, just to show he has not forgotten it.

There are slight variations, but the bulk of the big advertisers act alike. The Bristol-Myers Company (Ipana, Gastrogen,



EVEN if you were to cancel every line of advertising for these famous brands and do absolutely nothing to promote their use from now on, millions of people would continue to buy them; sales would go on for years before the zero point was ultimately reached

Sal Hepatica) credit Good Will only for registration fees and legal services in copyrighting and registering trademarks. Other companies proceed similarly. Only a minority—about twenty-five per cent—credit Good Will with any substantial amount, and some of them, as for instance the Borden Sales Company, are constantly, bit by bit, writing that amount off the books.

Good Will, however, has its Bulls as well as Bears, and some advertisers are bullish enough to suit even Mr. Clarence Dillon. Whether their high valuations are based upon buying habits, I do not know. It is probable that their conception is the general one: a famous name and the momentum derived from years of extensive promotion. Not so long ago Cluett-Peabody valued Good Will at $18,000,000, Coca Cola at $25,000,000 and American Tobacco at $54,000,000. Today Procter & Gamble place it at a nominal figure in the neighborhood of $3,000,000 and declare: "To attempt to establish an actual value of the good will for such brands as Chipso, P. & G. Naptha, Crisco and Ivory Soap would be extremely difficult."

Yes, it *would* be difficult to determine the actual value—the full value—of Good Will. No doubt *part* of it is quite intangible and may only be guessed at. On the other hand, the habit-forming tendency of buyers need not be guessed at. It can be measured. It is a part of Good Will that deserves a place in the balance sheet.

Most of the companies which carry no Good Will account consider their Good Will immensely valuable. Perhaps they have sensed the effect of buying habits without being aware of the cause. Kraft Cheese Company says, "We value good will as a great asset"; while one of the world's greatest advertisers, the Campbell Soup Company, goes on record that "the name Campbell's Soups and the reputation it has attained is one of the biggest, if not the biggest, asset which we have."

Another advertiser declares: "If someone purchased the Marmola Company it would cost them several hundred thousand dollars. They would receive mostly good will. In explanation, we have spent millions in advertising Marmola which created this good will."

According to the Fuller Brush Company: "Good will is worth more than the physical assets of the company. Our stock shows a value all out of proportion to our physical assets, and we can only assume that the public estimate of our good will covers the difference."

The policy of The Mennen Company seems almost to acknowledge the existence of buying habits. "We charge off advertising each year as a selling expense. If, after a term

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An Outline of Advertising

By Earnest Elmo Calkins

PATENT medicines . . . before and after taking . . . Dr. Munyon . . . Tody Hamilton . . . blind ads . . . from Greenland's icy mountains to Hostetter's Stomach Bitters . . . $3 Douglas . . . *Printers' Ink* . . . George P. Rowell . . . gold mark bull's eye newspapers . . . the old line advertising agency . . . the new service agency . . . 10% commission . . . split commission . . . Sphinx Club . . . Page-Davis Correspondence School . . . Artemas Ward . . . Fame . . . Sapolio . . . John O. Powers . . . Macbeth Lamp Chimneys . . . Charles Austin Bates . . . direct advertising . . . mail series . . . fac-simile letters . . . slogans . . . you press the button . . . jingles . . . Spotless Town . . . Sunny Jim . . . Phoebe Snow . . . Atlantic Coast Lists . . . special agents . . . M. Lee Starke . . . Caslon type . . . replies . . . keyed ads . . . Ralph Tilton . . . coupons . . . coined names . . . Uneeda . . . Kodak . . . Thomas Balmer . . . S. R. A. . . . Seymour Eaton . . . A. N. A. . . . Mapes contract . . . guaranteed circulations . . . A. B. C. . . . the Curtis code . . . 15% commission . . . Quoin Club . . . censorship . . . right-hand position . . . psychology . . . Walter Dill Scott . . . Professor Munsterberg . . . Elbert Hubbard . . . Message to Garcia . . . George Daniels . . . Brock Mathewson . . . John E. Kennedy . . . reason why copy . . . acrostic . . . Nabisco . . . Tepeco . . . Bunco . . . art . . . signed pictures . . . Tom Hall . . . art director . . . visualizer . . . laycut . . . typography . . . Benjamin Sherbow . . . double-page spreads . . . color . . . the beer that made Milwaukee famous . . . Smiling Joe Kathrens . . . Boyce's Big Weeklies . . . Jimmie Collins . . . Joe Mitchell Chapple . . . W. M. Ostrander . . . Colonel Hunter of Frozen Dog . . . Uncle Henry Wilson . . . Agate Club . . . Cheltenham type . . . substitution . . . dealer influence . . . merchandising the advertising . . . contact . . . account handler . . . sales resistance . . . consumer acceptance . . . market investigation . . . research . . . statistics . . . Professor Parlin . . . million-dollar appropriations . . . 4 A's . . . Associated Advertising Clubs of the World . . . institutional advertising . . . B. P. A. . . . war . . . propaganda . . . inflation . . . advertising to beat the excess profits tax . . . deflation . . . scientific advertising . . . taking the guess out of advertising . . . $1,000 a week copy writers . . . narrative or story telling copy . . . *Advertising Fortnightly* . . . Art Directors Club . . . movies . . . milline measurements . . . public relations counsel . . . Harvard Business School . . . Bok awards . . . Federal Trade Commission . . . Vigilance Committee . . . Better Business Bureau . . . testimonials . . . actresses and society women's endorsements . . . radio . . . Five million dollar appropriations . . . advertising becomes a major industry . . . President of the United States endorses advertising.

Are You Making Your Product Too Cheap?

If So, Perhaps the Experiences of the Dress Industries Will Help Correct Your Viewpoint

By David N. Mosessohn

Executive Chairman, Associated Dress Industries of America

IMPORTANT advances in merchandising practice are nowadays accomplished by cooperation. Consequently, the general feeling among distributors and even manufacturers is that the consumer is right, for a "trading-up" development in selling is now crystallized into a well-defined movement which is spreading throughout the women's ready-to-wear field and bids fair to change merchandising practice in general.

What is this "trading-up" movement? It is nothing less than a realization, which has actually been forced upon distributors by consumers themselves, that the American woman today desires and can pay for a better quality of merchandise. It is also a realization by leaders in the field of manufacturing and retailing that the tendency which has been marked in past years to "trade-down" must be reversed because it is unsound. A large number of retail stores, prominent among whom are certain department stores, have made the serious mistake of endeavoring to see how cheaply they can sell in order to attain volume and turn-over. There is a definite temptation in this effort to sell low quality goods which belongs to the past history of American merchandising, when the public wanted cheap merchandise for various reasons, chief of which was lack of understanding of true quality economy, and also a lack of money to buy it.

A great many buyers of merchandise for retail sale, during the last six or eight years, have failed to note a quite different attitude on the part of the public. In the first place, general purchasing power throughout the nation has increased; and in the second place, the general education of the American consumer has rapidly advanced, and a greater degree of intelligence is used in purchasing than ever before. The American woman, the typical buyer of family goods, is no longer compelled by the narrowness of her purse to compromise with good quality, nor does she suffer from the general ignorance of real values which in former years marked the average consumer. The tremendous volume of American advertising, which nearly always tells a quality story and preaches the quality moral, has not been in vain. Cheapness of design, backwardness in style, makeshift workmanship, flashy but unbeautiful material, no longer have the tremendous following they once had. The United States, due to our very active means of communication, greater degree of travel and spread of metropolitan standards, makes the average American woman in Oskaloosa remarkably up-to-date and discriminating in her taste. The local stores in Oskaloosa once sold the merchandise of a couple of seasons back, the outmoded and rejected goods of the New York market; but not today.



It is a surprising fact, but one generally admitted, that the consumer has been ahead of the retail distributor in this respect, and that a great many stores have had to suffer serious losses in order to have the truth brought home to them. Since 1920, it is admitted that the average unit sale has been decreasing in amount in department stores, and that better grade merchandise has come more and more to be purchased in specialty stores rather than in general stores. On a recent trip to Chicago, I was astounded to see, on the first floor of one of Chicago's leading department stores, a dress priced at $5.98. It is unbelievable that a merchandise manager of a supposedly first-rate store should so misread the temper and purse of the American woman, and be willing to tag his store in the minds of consumers with such a standard. Yet it is only a sample of what many such stores have done in their effort to sell on price rather than on quality. Department stores everywhere are now realizing this mistake and endeavoring to get back the business which has flowed away from them into the specialty stores. The reaction against cheap merchandise is so marked that even some of New York's very high-class stores have definitely been feeling it, for

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Making the Factory a Tool of Production

By William R. Basset
Miller, Franklin, Basset & Company

"UNTOUCHED by human hands" is the slogan of many food product manufacturers. Although it is a boast of the excellent sanitary conditions which exist in the factory, it is no less an indication of the skilful manufacturing methods employed.

It is an ideal which manufacturers in any line would do well to set up as a goal. It may not be possible fully to achieve that perfection, but the less handling there is in a plant, no matter what the product, the more efficient that factory is as a tool.

It is strange that so many otherwise intelligent men fail to grasp the conception that a factory is or should be a tool: highly complex, perhaps, and made up of many parts, but nevertheless a tool. Some look upon their plants as monuments; others as show places. One considers his merely as an excuse for gambling in raw materials: cotton, wheat, or what not. Another may look upon his as a laboratory with which to delve into the inner recesses of human beings by means of intelligence tests.

But only a very few so far—and they are highly successful—insist that their plants should be well designed, smooth running tools, without unnecessary parts, for the turning of apparently useless raw materials into something which we will consider useful—and do it in the least possible time and at the lowest cost in money and in human effort.

Probably the most common defect which keeps factories from being perfect tools is the handling of materials by man-power when they could be moved by machine power. "Can the factory handle this order if we get it?" is not merely a figure of speech. If the material did not have to be handled so inordinately much, the order could undoubtedly be "handled."

Flour mills were among the very first even to approach being perfect



tools of production. For fifty years at least, perhaps longer, there has been no handling of flour from the wheat in the freight car to the sack. Elevating conveyors and gravity conveyors carried the material from each operation to the next, right to the point where the sacks were filled by nearly automatic machines. Millers had achieved a notable approach to continuous automatic production. But they stopped short of perfection, in that until a few years ago the filled sacks were trucked by hand from the sacking machines to the freight car, or warehouse. *There* was an obvious place to use conveyors and achieve the perfect tool.

BUT at that the millers were decades ahead of other manufacturers in appreciating that a factory should be a tool—as automatic as possible and designed to do one certain thing in the best possible way.

Typical of the factories I have seen, which far from being tools for production are mere sheds covering an ill-assorted collection of ill-suited devices of one sort and another, is a certain salt factory.

In one department a man held a bag under a spout until it was full. He then wrestled it onto a hand truck which another shoved to a scale. Another slightly intelligent beast of burden lifted the bag to the scale platform and added or took out salt until the exact weight was achieved. Still another removed the sack from the scale, carried it to a sewing machine, sewed it shut and shifted it by sheer muscle to another truck.

A single semi-automatic machine tended by one man could have filled the bags, weighed them, sewed them and delivered them to a conveyor to be taken away.

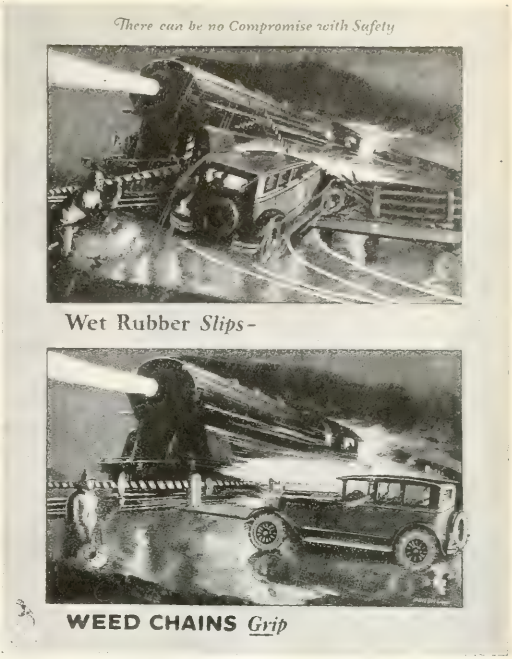
That plant was under the management of men who apparently felt that their sole purpose in life was to give employment to as many of their less fortunate fellows as possible. Wherever a machine was used, the aim seemed to be to search out the least logical place for it so that as much trucking and other handling as possible would be necessary. Materials roamed hither and yon, retracing their courses, crossing their own paths, causing congestions and, on the whole, traveling miles when they might have moved feet.

THAT factory was not a tool; it was a maze. An efficient tool is one specially adapted or designed for the work to be done. The big underlying reasons why so few factories are efficient tools is because the management is seldom certain as to exactly what work *is* to be done. Instead of being one-purpose tools for making some special product they are essentially—too many of them—magnified tinkers' wagons, with the tinker's policy of welcoming a job of sharpening scissors or a razor, of mending an umbrella or of putting a new handle on Mrs. Smith's old dish-pan.

So many times have I seen an underwear mill take orders for sweaters and bathing suits, a paper mill take small lots of special papers, and a table factory undertake to

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THESE two examples of Weed Chain advertising might well be labeled "Before and After"—or vice versa. The one on the left is representative of the period when the company tried out the positive appeal. It appeared in 1925. The one on the right appeared in September of this year and is typical of the "scare" advertising for which Weed was long noted. This company is selling more than non-skid chains; it is selling safety. The contrast here presented shows only too vividly why the negative appeal has been invoked once more after a respite of more than a year to put across the idea and incidently the product

"Wet Rubber Slips"

The American Chain Company Proves That Safety Can Be Sold Only by Negative Appeal Advertising

By Frank Hough

ONE of the perennial blind alleys of advertising discussion has always been the topic of positive *versus* negative appeal. Ever since the well-known "profession" became psychology-conscious, readers of advertising text books, philosophies and discussions have been the butt of sanguinary thrusts by every pedant from the indigent intellectual who has been driven into "trade," to the pseudo-intellectual near-confidence man whose primary school education has been augmented by the irrefutable fact that he has made good in what the irreverent are inclined to refer to as "the advertising game." Theories abound. Negative appeal is described, illustrated, lampooned, thundered against by the righteous, and finally clubbed into rhetorical submission. And the net result is that nobody appears to know a great deal about the subject from any of the several angles of observation.

In spite of the general viewing with alarm, many of the commenters admit that they are broad-minded on the subject. Certainly negative advertising is of some use in this world of ours, they say; and from there set about to point out to the reader just how little that use is. They contrast examples, draw up elaborate preachments, split hairs, and end up by convincing themselves and—theoretically at least—their readers that, while negative advertising is worth something, certainly it is not worth much. Advertisers, nevertheless, go right on using it, and as yet there has been no cataclysm.

This article, however, holds no brief, either pro or con. It is simply the little story of a big company which used the negative appeal for

a good many years, switched to the positive appeal and then, a year or so later, went whole-heartedly back to the old negative stuff. The writer is not a great psychologist. His knowledge of "impulses," "reflexes," and the other items in the jargon of that pseudo science is what might be described as negligible. But there happens to be one impulse in the so-called "buying impulse" which seems to be rather intimately interwoven with the plan for any advertising program, and it is upon this premise that the American Chain Company, manufacturers of Weed Tire Chains for automobiles, is contemplating seriously making its forthcoming advertising even more "negative" in appeal than it has been in the past.

Weed Chain advertising is quite familiar to most of us. It has been running since the time that automobiles were "horseless carriages" and has been of such nature as to attract our attention. Mention the name of the product, and immediately we think of an automobile skidding on chainless tires, so closely have the two become associated in our minds through the advertising. And anyone who has ever been in a skidding accident will probably react immediately to a "gone" feeling in the pit of his stomach. This is exactly what the advertiser desires. The copy is out-and-out scare copy; the pictures are out-and-out scare pictures. They make no pretense of being other than they are. In fact, officials of the company have gone so far as to remark that "Weed Chains made scare copy famous and vice versa."

Now, pseudo-psychologists and other gentry who write books—and articles of the trade publications—have thundered against Weed along with all the other scare copy concerns. In fact, Weed advertising became the old reliable text upon which any such sermon might be based.

But scare copy is like any other copy; it can be good or bad or merely negative, and the obvious success of the American Chain Company eventually brought from most the reluctant admission that Weed Chain advertising probably did fall on the near side of the hazy line of demarcation beyond which scare copy scares the prospect completely out of the idea of buying at all.

However, as the years rolled by the company decided to try something different for a change—something fundamentally different. Somewhat over a year ago a new campaign was worked out which used positive appeal entirely. There was no more shouting of "Safety! Safety! Safety! Use *non-skid* chains and take no chances!" Rather, the appeal became "Use *Weed* Chains." The improvements in the new chain were stressed. It was easier to adjust, more reliable than ever before, and greatly improved generally. The copy spoke of the peace of mind which accompanied the driver's knowledge that his chains made the most slippery pavement as safe as the direst road surface. The illustrations featured smiles from contented drivers, born of the certainty that, since they had Weed Chains and used them, when there was skidding to be done, some one else would do it. It was very nice advertising. It was mild — "kid gloved," yet it satisfied—or seemed to. At least, it made a few hundred neurasthenics a little less miserable.



WELL, that campaign has gone the way of all flesh for reasons which the company considered quite adequate. In the first place, it did not attract the attention and retain the memory of its readers satisfactorily. Some people right in the company offices did not even know what advertisement might happen to be running during any given month if they did not receive reprints of it. Outsiders questioned in the painfully offhand manner of the advertising man making a consumer research, readily admitted familiarity with the company's advertising, and promptly proceeded to demonstrate this "familiarity" by describing and quoting old scare advertisements which had run from one to three years previously. In short, the positive appeal campaign was a dud so far as appearances could indicate. And when the company set to work and investigated the situation further in all its details, it was brought very forcibly face to face with a great fundamental truth which affects vitally their particular business. That a continual dinning of the danger theme is necessary before man's indolent imagination can be piqued to the extent of taking precautions against a constant menace — a reality that exacts a frightful toll in human lives and human suffering year in and year out.

Stated in its simplest terms, the Weed problem today is exactly what it was at the beginning of the product's existence—only more so. It is the problem of overcoming man's indifference toward danger; toward a danger which is always imminent but which strikes home to the individual so rarely as to make him inclined to ignore its presence. Even if he owns chains, he is reluctant to take the trouble to use them, even on the most slippery days. "I will drive slowly and very carefully," he says, and generally he means it. Often he does as he says. But, even so, there is the ever-present danger of what the other fellow is going to do and the danger of unwary pedestrians and small children stepping in front of his car which calls for a sudden application of brakes which are helpless if chains are not on the tires to give friction between the wet rubber tires and pavement. Thus many motorists believe that the danger is less imminent, but on every side it continues to threaten.

Weed, in other words, is selling

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Why Don't the Cotton Growers Combine and Advertise?

By W. R. Hotchkin

ONE of the greatest primary industries in America is today panic-stricken by reason of a six per cent over-production!

And in the same newspaper in which we read the threat that a million bales of cotton may be destroyed to save the cotton growers we also read a report from the Atlantic City Convention of the Association of National Advertisers that advertising had increased the sale of commodities sold by those advertisers by from forty to sixty per cent.

Destruction of property is always a crime; and always unnecessary. It is the recourse of the ignorant or panic-stricken. Where Nature overproduces perishable products, she takes her own course of elimination; but where a product is as sound as cotton, no such alternative is necessary.

One safe course would naturally be to withdraw several millions of bales of cotton from this coming year's market and reduce the planting by double the surplus. But that would be the policy of the lazy steward of the parable, who buried his talent in a napkin.

Any man, organization or national association who understood and realized the powers of advertising would engage those powers to increase the public demand for the commodity that had to be sold, and thus not only turn the prodigality of nature into wealth but also increase the general prosperity of that entire industry.

Every student of advertising knows that, rightly done, advertising always increases public demand for the commodity advertised. But "rightly done" advertising does not mean a barrage of newspaper and magazine pages reading "Use More Cotton and Save the South!"

The yeast of advertising is brains with imagination.

Advertising, as Mr. Coolidge recently pointed out again, has frequently "changed the habits of the Nation." Wheat, oats and corn are great primary products, like cotton, and some years ago it might have been said that each had reached the point of public saturation, that the annual consumption would not vary, except for the small yearly increase required by the growth of population. But what happened when advertising took up those primary products?

WHO cannot remember the days when ham and eggs, and sausage and scrapple composed the great American breakfast? Was it some laddie from Scotland who had been raised on oatmeal, or was it a man who had been brought back to health in a cereal-serving sanitarium, whose creative imagination saw the vision of a nation that might be brought into the habit of eating cereals for breakfast and so vastly increased the public consumption of wheat, oats and corn? The one fact that stands out is that advertising raised tremendously the point of public saturation in the consumption of those three primary agricultural products, after most of the wise ones would have said that no such increase was possible.

To think or say that 18,000,000 bales of cotton is beyond the point of profitable public consumption denotes a total lack of consideration of the utility of advertising.

Suppose we ask the association of ribbon manufacturers what was done, about ten years ago, when the ribbon industry was threatened with almost total annihilation by reason of the lack of public demand for ribbons. The cure of that condition was childishly simple. An American fashion authority was engaged to make a trip to Paris. On board the steamer, as she went abroad, she "permitted" herself to be interviewed as to what she thought the coming season would bring forth. Her answer was that she looked for a charming revival of ribbons, because they fitted so eminently with other features being forecast; and the reporters radioed the news to New York publications. Then she sent messages from the steamer to a dozen Paris dressmakers that she was coming to buy a large collection of model gowns, and was chiefly interested in styles that used ribbons, as she anticipated a ribbon revival as the most striking feature of the new modes, because women always favored ribbons for their general beauty and becomingness.

Paris dressmakers were quick to respond to this idea and had scores of gowns trimmed with ribbons for the fashion expert to see when she arrived. They also showed them to their other patrons. Then the expert permitted herself to be interviewed again as to what she had found most beautiful and original among the Paris creations, and her answer was in one word, "Rib-

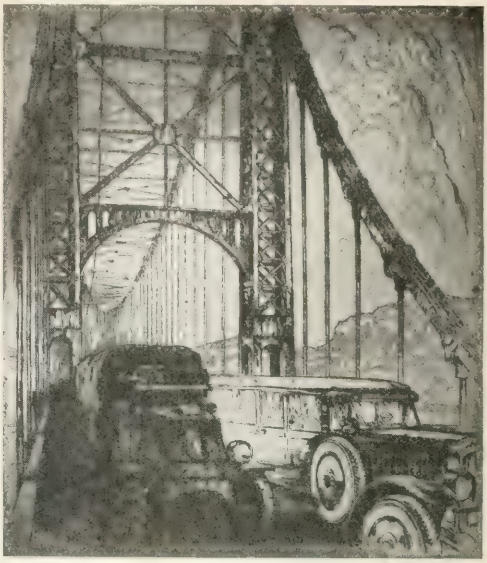
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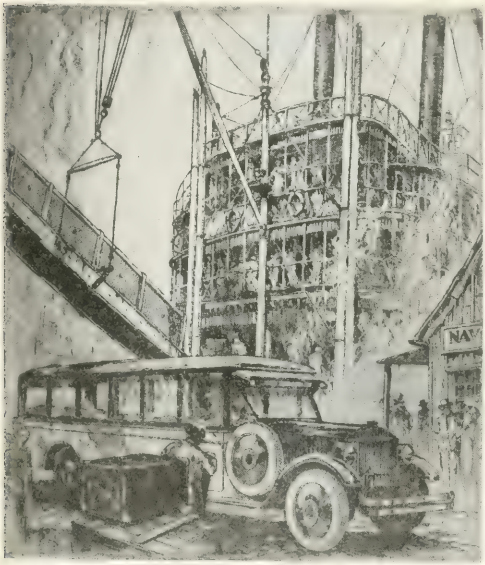


© Brown Bros.

COTTON once was hailed as "king," but now there are indications that recent years have brought evil times to a formerly thriving commodity. Mr. Hotchkin suggests that advertising, intelligently used, would solve the growers' problem.









THE art of the etcher is an old one; but, curiously enough, it has not often been applied to advertising. Members of the "profession" know well the potent effects of connotation, and the word "etching" may have worked unsuspected on their collective subconscious; suggesting dilettantes, vague nothings, and pale somethings. If that is the case, the gentlemen who have long ignored this medium for graphic expression have lived in error. Sensitive, capable of the most tenuous subtlety, it also, in the hands of a master, can express the most rugged power and dramatic grandeur. Rembrandt, Brangwyn, Walcot have proved that. Kelly-Springfield and O. Kuhler have shown on this side of the water that with its wide range of moods etching can effectively be adapted to the needs of commerce without losing any of its qualities

More of Frank Trufax's Letters to His Salesmen

By A. Joseph Newman

General Sales Manager, Bayuk Cigars, Inc., Philadelphia

Make an Effort

To My Salesmen:

Sometimes I buy my evening paper from the newsboy in front of our office and sometimes I don't. When do I and when don't I?

Sometimes, as I am walking down the steps, he comes over to me and says, "Paper, Mr. Trufax?"—and I buy.

Sometimes he doesn't, and I don't buy.

Well, what about it? Where's there a selling thought in that thrilling tale?

A big selling lesson, my boys—a whopper of an illustration of how sales are made and why sales are lost!

Get this: He sells me when he makes an *effort* and he loses me when he doesn't!

You've got to make an *effort* if you want to make a *sale!*

Wait a minute! I hear you say, "Why, doggone it, Mr. Trufax, that's a lot of abc stuff—of course, you can't put over a sale unless you put up an effort."

Right as right can be but that's not my point and then again it is my point. It's not a question as to whether or not you have to make an *effort* so much as *do you make an effort?*

And what is it you call an *effort?*

That newsboy might tell you he always makes an *effort* to sell whereas he just *happens* to sell!

How many sales do we just *happen* to make and how many do we lose 'cause we don't exert a real energetic *effort?*

I was out with one of our boys the other day. I kept quiet and put a listening ear to his "selling" talk. After a turn-down in a particularly good store he said to me, "Well, Mr. Boss, I didn't *happen* to sell him, did I?"

"No, says I—and that's why you didn't. You just expect too much to *happen.* You didn't put pressure in your *effort* and therefore you didn't put an order in your book."

Asking a dealer, "How's your stock?" "Got enough of my brands?" "Need anything today?"—may cause an order to *happen* your way and than again, it may not. That's hit or miss chance-selling; not do or die effort-selling!

Do you remember, boys, who was top man on last Sales Contest for Increased Distribution? Of course, you do. It was Johnny Wokeup, and ever since the Contest, he is always one of the high men of the whole force in sales.

He used to be a "wantanythingtoday" salesmen but he took the cure! He dug up, you'll recall, thirty-seven good new accounts in one week—this was about thirty-four more new accounts than he had corralled in the previous six months. How come he to do this?

Did he take the "monkey-gland" treatment? Did these thirty-seven new accounts just spring into recent existence? Did he have any special offer for new accounts? No-No-No! What took place?

Let Johnny tonguelize it, "Well, I'll tell you. I've fussed around trying to get new customers in the past but, honestly, I never really went after them with determination to get 'em. 'Fussed' around is just what I mean. When the Contest was announced, I went out to get 'em and I got 'em. I didn't wish for new accounts; I *worked* for them. I don't believe I'm any taller, leaner or fatter mentally or physically than I was before but I sure did make more use of what ability was stored up in me."

Johnny has a license to make that long speech, but four words will cover his whole story: *He made an effort!*

You can't unearth the Treasure Chest with a spade and a pick; you've got to *dig!*

You can't pull sales with an order book and a pencil; you've got to *exert!*

You can't shirk work!

Yours, withuallways,

FRANK TRUFAX.

A Simple Sales Plan

To My Salesmen:

I was out with one of our boys, Will Advance, last week, working the trade, and he pulled a promotional selling stunt that to me is a real humdinger.

We were in Sam Goodfellow's store when this little episode came off.

Our man was edging Goodfellow up to give him bigger business on Bayuk Brands when Sam said, "Now, listen, old man, I'd like to sell more Bayuk Brands. I like their cigars. I like your house, and would say so even if your Boss wasn't with you, and I like you, too. I'd like to give you a nice juicy order every time you come in but they don't move that fast.

"See, Will, you've got the best case location, too. I want you to feel that I'm doing all I can to sell more Bayuk Brands."

Now, our man in reply did not say: "Well, that's mighty nice of you, Mr. Goodfellow, and I appreciate it. Maybe, on my next visit, you can do a little better." No, he didn't say that.

Here's what he said. "Mr. Goodfellow, I certainly appreciate your remarks about liking Bayuk Brands, liking my house, and liking me, too. My house and myself will always try to earn your continued good-will, but let me say that Bayuk Brands positively deserve the assistance that will cause them to make more money for you.

"To the extent that you wouldn't knowingly recommend inferior cigars, to the same degree do you willingly want to please your customers by suggesting superior cigars like Bayuk Brands.

"When you say you'd like to give me bigger business, I know you mean it.

"You wouldn't bull me any more so than I'd think of bulling you.

"Now, between the two of us, Mr. Goodfellow, can't we really do some one additional concrete thing to put

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The "Why" of a Freight Traffic Manager for the Shipper

By Albert H. Meredith

IT has become axiomatic that one source of profits lies in reduced costs. Elimination of waste and useless expense items has been forced on every competitive business. The only reason that costs are too high is that managements have not been able to give continuous scrutiny to minor elements of the business. Waste is present that must be eliminated, and expense that is useless may be unearthed chiefly because the firm's experts are primarily inventive geniuses, production "hounds" or outstanding salesmen. Other experts are summoned as needed: an auditor once a year, an attorney when trouble threatens, an advertising agent when publicity is wanted, but a freight rate expert last of all.

That last statement is an exaggeration. Thousands of concerns do, of course, employ traffic managers. Other thousands, and tens of thousands, do not. A "good bookkeeper" they have, and an efficient stenographic department, and a well-organized janitor service, but, altogether too often no more supervision is given to rates for freight in and out than is "wasted" on what the customer does with what he buys.

Within two years a fifty-year-old firm in New York City was shown one item in the railroad tariffs which promises to save them $40,000 a year. The item had been in the printed tariffs of the railroads for more years than anyone can remember, available and open to all shippers, but the New York concern has been so intent on its own affairs that no one visualized the significance of what the railroads were offering.

An Ohio coal mining company had been selling coal to a Toronto customer for twenty-two years, the price being determined by Toronto market quotations (mine-mouth cost plus freight and plus duty). Then, one day, someone discovered a clause in the freight tariffs that cut the rate forty cents a ton—that forty cents being four times the normal profit on a ton of coal. In Paterson, N. J., one of the paper manufacturers discovered that by spending



Courtesy New York Central Lines

seven to eight cents per 100-lb., the freight rate to Chicago and all points beyond could be cut sixty-eight cents, a clear saving of sixty cents on each 100 pounds of product; which, one would conjecture, is greater than the manufacturing profit.

Nor are these instances isolated. They are striking, possibly, but by no means overdrawn. Large factories and important wholesalers have a regularly organized traffic department that quarrels with the carriers for fractional cents in the rate, not hesitating to file a "claim" for overcharges whose size hardly pays the postage for the correspondence. Beyond such concerns, freight rates are scarcely checked in this country. When it comes to having any employees whose duty it is to study tariffs and rules, to apply them constructively to the business, most concerns have done nothing. Ordinary managements are barely conscious of the opportunity.

"The most wasteful of all our American extravagances," spoke an important shipper at one of the distribution conferences, "is the custom of f.o.b. shipping. Eighty per cent of commercial merchandise goes to people who have not the facilities to check the freight bill. If the factory or the distributor had to assume the transportation cost, his traffic manager would watch the rate."

This fact is forced home by the well-known instance of oil and meat. Half a cent a gallon for petroleum "is an ample manufacturing profit." The scandal of the oil freight rates was wholly due to the possibility of multiplying this margin many, many fold by juggling of the freight. The meat packers, as shown in court records, reaped tens of millions through their skill in "the freight game."

For it is a "game." Human ingenuity is arrayed to outwit the railroads. The shipper has at command voluminous "classifications and rules" to be scanned, hundreds of thousands of tariffs to be analyzed, an amazing complexity of routes to be shifted and juggled. Under the law, railroad regulations and tariffs are much like a hand dealt at cards. The railroads distribute the cards. The shipper may play as he chooses. The law permits shipments to be made on the basis of the lowest lawful rate, or the lowest combination of lawful rates. The shipper, accordingly, plays his hand by rearranging the cards as dealt, watching all the time for some oversight or loophole on the part of the railroads. He plays best who becomes most proficient "at the traffic game."

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THE · EDITORIAL · PAGE

This Matter of the Cash Discount

THERE has developed in the past few months a movement to which it would be well for all the interests involved to give thoughtful consideration. We refer to the action by one newspaper after another in discontinuing the practice of allowing a cash discount.

What started as the individual action of a few publishers seems to be leading to a situation not without some serious aspects.

The cash discount is almost as old as commerce and is used in practically every kind of business. It was natural that it should have been adopted by publishers in the early days of advertising, and the question now presents itself: Is it wise to abandon it?

So long as only a handful of publishers cut off the cash discount it was of no particular moment, for the consequences were confined to those few, but if the movement spreads as it now threatens to do, there may be added a special hazard to the normal risk of the publishing and advertising businesses.

There are three factors which should be weighed carefully at this juncture. One is that the cash discount, in addition to making it possible for the publisher to do business on a smaller capital, has given a definite check on the advertiser's financial status, whether he dealt with the advertiser direct or through an advertising agency. With any well-ordered business able to borrow money at five to six per cent, the failure to take the cash discount has at once signaled danger. In many instances it has been this warning that has saved both agencies and publishers from suffering serious losses.

The second is that if the abolishing of the cash discount becomes general, it may be necessary to enlist some form of credit insurance. Not only would this be exceedingly expensive but, as we understand it, no amount of credit insurance would entirely eliminate the additional credit risk; for as such policies are written there is a minimum initial loss—by which is meant the percentage of bad debts regarded as normal in the industry, as against which the insurance company will not grant protection—unless each individual account is insured, which of course would be prohibitively expensive.

The third is that, while in times of prosperity the danger of loss is confined to isolated businesses whose affairs may get into bad shape, in case of general business depressions—which are inevitable from time to time—the advertising and publishing industries will be in danger of sudden and very heavy losses, because of the lack of warning that the cash discount now affords, and of the fact that unlike most manufacturing businesses, there is no salvage value to the publisher's space once it has been printed on, even though it may not have been "shipped."

Taking these three factors into account, it would seem as if the question of cash discount or no cash discount has come to be a matter of importance to the publisher, the advertising agent, and even the advertiser.

ADVERTISING & SELLING invites the discussion of every angle of this question in its columns.

Filling in Sales Valleys

FEW indeed are the businesses which do not have a sales valley some month or season of the year. Such valleys take the edge off of the year's profits, yet all too often they are allowed to continue as valleys year after year.

The filling in of valleys is likely to be more a matter of applied imagination than of investment in sales or advertising expenses. Whereas the developing of a broad market to take care of the valley may be impossible or impracticable, there may be some simple move that depends merely on someone thinking of it. A case in point is the one referred to by Dr. Julius Klein of the Department of Commerce in a recent address before a group of New England manufacturers. A certain shoe manufacturer suffered from a semi-annual valley for years, only to wake suddenly to the discovery that all these years he might have been filling them with Government shoe contracts. This he is now doing, to the benefit of his entire year's business.

Other manufacturers have found it possible to keep their equipment and operating forces busy by turning out special items for ten-cent and other chain stores, by making special items for export, by connecting with some large department store or mail order house and making some specialty for it, and by other means and methods too numerous to mention.

Frequently the lack of imagination lies in failing to see that it is not necessary to fill in the valleys with the identical products that form the regular line; filling valleys with them may be entirely out of the question. But once the manufacturer or his sales manager gets the conception that his problem is to sell the potentialities of his plant and machinery *in some form*, his imagination is likely to leap to a number of ways he might fill in the valleys. Or if the question is not so easily solved, at least it is nearer solution by virtue of the broadening of the field of possibilities, and sooner or later the solution is very likely to emerge.

A Promise

AT the recent meeting of the Financial Advertisers Association at Detroit, Dr. W. F. Gephart of St. Louis called attention to an important fact that it seems all too easy for advertising men to overlook: that "advertising is a promise, not a performance."

The Trading Life of a Customer

SPECIFIC facts regarding the "intangibles" of advertising are difficult to obtain. We therefore submit to our readers this information which comes to us from the Jewel Tea Company: The average "trading life" of their customers is two and one-half years. Since advertising in the newspapers in certain Ohio territories to improve the popular acceptance of house-to-house selling, the average trading life of customers in those territories has been increased to three and one-half years.



Your Health, Sir

THE applause hushed, the famous Cuban publisher raised his glass with Latin grace and ceremony. "Salud," he said; and then, "Salud y Pesetas." The old Spanish toast of "Health and Money" covers two of the three great interests of most men, and the next morning the two agency men who had been at the banquet vividly remembered the scene. They were to run a campaign for Sal Hepatica among the Spanish speaking peoples of the world, and so far they were without a convincing motif. "What is the stuff for?" finally remarked one. "It's for us," said the other, "for the 'morning after.'" "Then why not play up the idea? I have it! the toast! Remember the effect of that man last night, the upraised glass?"

And so, as they say on the tarnished silver screen, it came about. A draughtsman drew some figures with raised glasses; actual Spaniards suggested famous toasts indigenous to their tongue; and Porto Rico was designated as the first country to commence upon a new era in which one might have a few moments of a Morning After but never a whole day. The scheme, to express it *pianissimo*, was a success. Wherever a glass was raised—and in Porto Rico glasses are very often raised—everybody thought of Sal Hepatica. Many of the jocular glass raisers went a step beyond thinking and actually tried some. Then sales boomed, and in the home offices, after a time, the advertisements were thought to be a success.

In New York it was decided to make more of the pictures, and a very good man eventually executed the final series. Conrado Messaguer, well-known Cuban publisher and caricaturist, was in "the States" at the time where, among other activities, he was making a caricature of President Coolidge, which that notable himself thought a good one.

Diplomacy, unlike virtue, is usually more than its own reward, and Messaguer in person drew a number of Latin-American types, all in the act of uttering suitable toasts: the radical politician, the stand-pat politician, the business man, the college boy; each noticeably cheerful with the certainty of a morrow that would dawn free of care and regret. Consequently, where formerly a concern ordered a single gross of the beneficent powder, it now began ordering sixty.

All over the Spanish-speaking world glasses are constantly being raised, repeatedly being raised; and whenever one went up, people chuckled and murmured "Sal Hepatica." For your Latin-American woman eats rich and sticky foods and your Latin-American man consumes rich and slippery drinks. Therefore a new word was coined: "acidosis," which appeared with explana-

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Brindis Famosos

¡Por Ellas!

POR ellas, con frecuencia, perdemos el apetito y nos volvemos biliosos, agrios de carácter y hasta dispépticos. Pero la SAL HEPATICA, laxante por excelencia, normaliza la digestión y nos da fuerzas para resistir... cuantos desengaños vengan.

Por Ellas . . . y por Ud.
tome SAL HEPÁTICA.



"ACIDOSIS"
Quizá Padezca Ud. Esta Moderna Afección

SAL HEPÁTICA
Elaborado por los fabricantes de la Pasta Dentífrica IPANA

WITH these lively drawings an American firm appealed to the national sense of humor of its far-off Latin-American customers and thus proved the financial advantages to be gained from successfully avoiding the common fault of insularity

BRUCE BARTON ROY S. DURSTINE ALEX F. OSBORN

Barton, Durstine & Osborn
INCORPORATED

AN advertising agency of about two hundred people among whom are these account executives and department heads

Mary L. Alexander
Joseph Alger
John D. Anderson
Kenneth Andrews
J. A. Archbald, jr.
R. P. Bagg
W. R. Baker, jr.
F. T. Baldwin
Bruce Barton
Robert Barton
Carl Burger
H. G. Canda
A. D. Chiquoine, jr.
Margaret Crane
Thoreau Cronyn
J. Davis Danforth
Webster David
C. L. Davis
Rowland Davis
Ernest Donohue
B. C. Duffy
Roy S. Durstine
Harriet Elias
George O. Everett
G. G. Flory
K. D. Frankenstein
R. C. Gellert
B. E. Giffen
Geo. F. Gouge
Louis F. Grant
Gilson Gray
E. Dorothy Greig
Girard Hammond
Mabel P. Hanford
Chester E. Haring
F. W. Hatch
Boynton Hayward
Roland Hintermeister
P. M. Hollister
F. G. Hubbard
Matthew Hufnagel
Gustave E. Hult
S. P. Irvin
Charles D. Kaiser
R. N. King
D. P. Kingston
Wm. C. Magee
Carolyn T. March
Elmer Mason
Frank J. McCullough
Frank W. McGuirk
Allyn B. McIntire
Walter G. Miller
Alex F. Osborn
Leslie S. Pearl
T. Arnold Rau
Paul J. Senft
Irene Smith
J. Burton Stevens
William M. Strong
A. A. Trenchard
Charles Wadsworth
D. B. Wheeler
George W. Winter
C. S. Woolley
J. H. Wright

B&D

NEW YORK
383 MADISON AVENUE

BOSTON
30 NEWBURY STREET

BUFFALO
220 DELAWARE AVENUE

Member American Association of Advertising Agencies
Member Audit Bureau of Circulations
Member National Outdoor Advertising Bureau

Is the Trend of Advertising Art Toward Over-Sophistication?

By Milton Towne

President, Joseph Richards Company, Inc.

A FEW days ago I was looking over a copy of a well-known woman's magazine. The cover caught my eye. A cat, a saucer and a patch of rag rug. As naive and starkly simple, and —I was going to say—sophisticated, as anything you would see in one of the precious upstairs galleries in Fifty-seventh Street, or on upper Fifth Avenue, where they show so-called "modern" art. Now I happened to know that about thirty per cent of this magazine's circulation is represented by newsstand sales. I said to myself: "Can it be that women will pick up this copy on the newsstand thinking it is devoted to modern art, or do its readers really like this sort of thing?"

Then I thumbed over a few pages and bang—a story illustration hit me right between the eyes. Cubistic—simon pure and undiluted. The first example of cubism for illustration purposes, so far as I know, ever to appear in a woman's magazine.

Now this publication is representative of a group that circulate very largely in small cities and towns. On an average, they give the advertiser about thirty-five per cent of the circulation in towns of under 2500 population, and about fifteen per cent in towns between 2500 and 10,000 population. About half their circulation goes to communities certainly too small to support art galleries.

Is it possible that while we New Yorkers are buying up Currier & Ive prints and Godey Book illustrations in Lexington Avenue shops, the small-town "cognoscenti" are going in for the latest thing in modern art? Are small-town people "just folks" or "intelligentsia?" Evidently one editor thinks the latter.

So do some advertisers. A spread in color from the same magazine advertises bread. Evidently this advertiser feels that his small-town audience does not live by bread alone, or else he is disregarding this audience. In this instance, I think he is "playing safe," for one of the illustrations is either by Jessie Willcox Smith or after that style—conventional in treatment. Another illustration on this double-page spread might be by Richard Miller or even Renoir. I picked up another woman's magazine and found another spread on bread, the top right-hand illustration of which suggests Walter Biggs or Chambers, while the lower one at the left on the same page is reminiscent of Robert Henri or even Manet. Has this advertiser asked himself the question I have taken for my subject? Is he hedging?



© Underwood & Underwood, N. Y.

Going through several current issues of women's publications, I came across one advertisement after another displaying modern art. Of course, the sophisticated, the artificial note in an illustration in an advertisement of perfumes and cosmetics is more readily accepted as appropriate. But bread, cooking fats, cereals! An illustration for a cereal advertisement smacks of salt air and cottage studios of Provincetown or Nantucket. It even suggests Cézanne.

Is this type of advertising "over the heads" of the "folks" in the small towns and cities? Does it produce a smile of amusement or a gleam of interest? Are the small-town folks "up to" this new art, and if so, how do they get that way?

Remember these ads I have mentioned are taken from three publications that circulate, on the average, about fifty per cent in towns under 10,000 population. About thirty per cent of their readers have incomes of under $2,000, and about eighty per cent have incomes under $5,000. Nobody would advertise caviar to this market. Certainly it represents few print collectors. But there it is—half of the audience reached by these magazines.

A manufacturer of men's neckties will tell you that the restrained design in beautifully blended colors which you admire is a poor seller. The big seller is the kind you would pick out for a Christmas present to Ben Turpin, the cross-eyed movie actor.

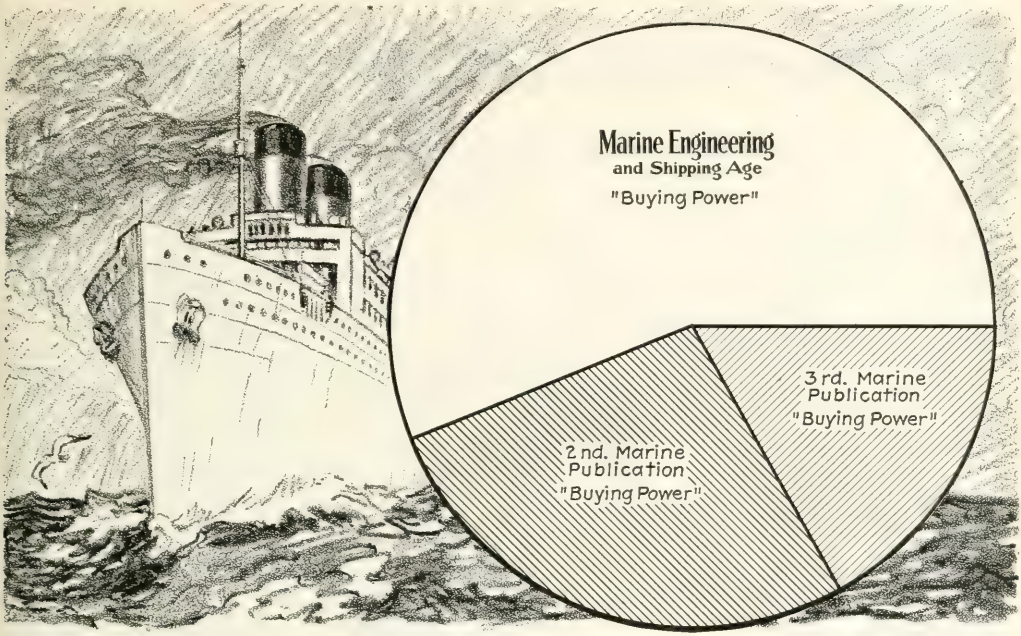
The wallpaper manufacturer shows you a pattern that would be just right for a Keystone Comedy interior, and tells you that it is the big seller. It "goes" in the small-town market.

I mention these two instances because I have them at first-hand. Doubtless there are many others.

Are the manufacturers responsible for this, and are they endeavoring to bring up the standard of taste by introducing an esthetic, sophisticated note in their advertising? Or are the art directors of advertising agencies unconsciously moulding advertising art nearer to their hearts' desires?

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Portions of an address delivered before the League of Advertising Women, at the Advertising Club, N. Y.



The Subscribers Who Count Are Those Who Represent Buying Power

THE leadership of *Marine Engineering and Shipping Age* stands pre-eminent in the marine industry regardless of the yardstick used. This publication comes closer to 100% coverage of the buying power of the marine industry than is shown by the published circulation statement of any other marine publication in this country.

Your 1927 sales program should include an adequate advertising campaign in *Marine Engineering and Shipping Age*, thus placing your message each month before the men who are the buying power in the three branches of the marine industry—ship operation, shipbuilding and ship repair.

And your sales staff should have the benefit of the timely information regarding bids, contracts awarded and marine projects planned, contained in the Bulletin of Advance Information, published weekly and mailed each Friday to advertisers only.

Simmons-Boardman Publishing Company, 30 Church St., New York

"The House of Transportation"

Chicago: 608 S. Dearborn Street Cleveland: 6007 Euclid Avenue Washington, D. C.: 17th and H Streets, N.W.
New Orleans, Mandeville, La. San Francisco: 74 New Montgomery Street London: 34 Victoria Street, S.W.1.

Marine Engineering and Shipping Age

A Member of the Audit Bureau of Circulations and the Associated Business Papers, Inc.

The Trials of a President

By M. D. B.

I AM going to try to put on paper some of those things which are exceedingly vital to manufacturing success, but which cannot, for obvious reasons, be put down over the signature of any official.

To those who are not intimately familiar with the details of an active manufacturing corporation in the United States, and who have merely second-hand contact with its officials, the president of a company is popularly regarded as the ultimate boss and "man higher up." Advertising agents, representatives of media, and salesmen for various "big propositions" feel that they have reached the final authority if they secure *entrée* to the president. It is because of the importance to all selling interests of knowing the precise status of the average president of a corporation that I write this, not only with the hope of being helpful to salesmen but also with the still larger hope of bringing about a better situation in the general theory of organization.



In brief, the president of a company has a serious problem to face in the difficulty of obtaining decisions on important policies. Much of the backwardness of many American corporations can be traced to it and much, also, of the indecision of policy of which complaints are frequently made.

Your average president of an American manufacturing corporation is a "live wire," unless he is an inheritance, a relic, or a political appointee. In the main he is a man who has come up from the ranks; for in the last decade or two bankers have had enough costly experience to learn the vital importance of putting a real man in the president's chair. The difficulty is not, therefore, the lack of a live president. Nor is it, as is sometimes stated, the control of banker-directors.

The difficulty is almost entirely in the system, which is still widely prevalent, of management by boards of directors or executive committees. The president is vested with authority and responsibility, but the custom of putting important decisions up to the board of directors is not only an old one but undoubtedly a sound one. The mix-up arises from a purely human situation which is involved. Let me make this graphic from personal experience.

I will assume that a most important plan for my company has gone through all the processes of inception, detailed consideration and decision so far as the executive staff is concerned. Let us say that the idea arose in the brain of a sales executive, the details have all been drafted, the matter has passed the general manager and myself; and so far as the organization is concerned, everything is "set."

THEN there comes a mysterious delay, an uncertainty. The enthusiasm of my own staff and of those who are to assist us in the carrying out of the idea slowly ebbs, and after months of this state of affairs we are obliged to pass word along that the matter is "all off."

What has happened behind the scenes? I will paint the picture as the president sees it.

My board of directors is composed of men in various businesses, and we hold monthly directors' meetings. At the first board meeting, after I have made up my mind that the plan is a good one, I put it up to the board of directors. Don't accuse me of being unacquainted with human nature in this regard. Knowing that we often have no quorum, I get very busy on the telephone, by personal call, to make certain that we have a quorum. This, I assure you, is no small matter. Mr. Thomas Jones, one of our directors, peevishly asks why our directors' meetings always fall on a day when he has important affairs to look after. Director William Brown says he is not sure that he can come but he will try to be there for part of the time anyhow. Troubled by this and knowing the seriousness of the plan, I visit one or two of the most able directors at their own offices, or lunch with them, and discuss the plan in order that I may be sure to have the advice of at least a few of our most important people. But even this does not work, for I am then chided for trying to run the serious affairs of the business in "star chamber session" with a few directors over the lunch table.

Very well, the board meeting comes off, and I put the plan before it in the best manner possible. I have used both extremes of two methods of presentation! I have, on occasion, filled the board room with maps and charts, and have brought five or six other people there to make talks in order to present the scheme thoroughly; and I have gone to the opposite extreme of very quietly but succinctly stating the proposition in a few simple words without elaboration.

But whichever method I adopt, invariably I am confronted with this human situation: I find my board of directors *unwilling*, and some directors really *unable*, to make decisions. What is more, its members seem almost to resent being asked to make important decisions, although one or two are such chronic hunch deciders that they have a ready, off-hand decision for everything—but are quick to change their minds. On

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A Page from The Christian Science Monitor

THE CHRISTIAN SCIENCE MONITOR, BOSTON, WEDNESDAY, NOVEMBER 3, 1926

MANY ARRESTS OCCUR IN ITALY

Fascist Grand Council to Take Measures to Prevent Attacks on Mussolini

By Wireless

ROME, Nov 3—The Fascist Grand Council has been urgently summoned for Friday to examine the situation after the fourth unsuccessful attack on the Duce to take necessary measures to prevent similar attempts in the future. Speaking before the Senate, Fascist Signor Turati, Secretary-General of the Fascist party declared that it was absolutely necessary to put an end to the stupid clemency toward those who are organizing plots against the Fascist regime.

The resolutions within short intervals of attempts against Benito Mussolini show the existence of plots to a determined persons who not forming the correspondents denote deputies Fascisms of the chief, thus throwing itself into disorder. In spite of the excitement among the Fascisti, no serious disorders occurred on the occasion of the offices of opposition newspapers.

ROME, Italy, Nov 3 (AP)—In the past 24 hours scores of individuals have been arrested, some of them are released after questioning, but others are under heavy guard. It is asserted that the fruitless attempts on Premier they have found the real source of the crime, but the strictest secrecy is being maintained.

An authoritative note explains that the Government is said to have been informed that the plot originated before the police, together with the chief manifestoes.

Rioting in Rome was checked in measure through the personal intervention of Dr. Dariell Vice-Secretary-in-Chief of the Fascist Party. At Cagliari Sardinia, Fascist demonstrations after hoarding the offices of two local newspapers, marched to the home of the Anti-Fascist Deputy Lacon, in front of which they staged a hostile demonstration, being prevented from smashing in the doors by Carabineers. One of the Fascists named Porcu climbed up the side of the house and was straddling the balcony when Lacon fired at him, killing him instantly.

At Naples the homes of the philosopher Croce, the journalist Robert Bracco, the politician, Labriola, and a number of other opponents of Fascism were wrecked. Similar incidents occurred at Venice and elsewhere.

Disorders of a serious nature have occurred at Udine. The premises of the newspaper Lavoro and Gazzetta of Venice were badly damaged. Twelve opposition newspapers with two exceptions were suspended from publishing and the licenses of three others were revoked by prefectural decree.

LABOR WINS IN SCOTTISH ELECTIONS

By Wireless from Monitor Bureau

LONDON, Nov 3—The Scottish municipal election results which are now arriving, show that the Labor and Socialist successes are not confined to England.

In Glasgow, Labor has gained eight seats, thus increasing its record membership to 31 against 47 moderates. It has also won eight seats in Edinburgh and two in Dundee.

EXPORT OF CANADIAN RAW LOGS OPPOSED

VICTORIA, B. C. (Special Correspondence)—A new agitation against the export of raw logs from British Columbia to the United States for manufacture into lumber there, appears to be getting under way here now. It is expected the matter will be discussed at the next session of the provincial Legislature, which has debated the Government's log export policy many times before. The Conservative Party now in opposition, stands for drastic measures to curb log exports, and is agitating for action along these lines.

Recent speeches by Conservative leaders and members of Conservative associations are taken as indicative that the party will make the log export question a plank when the assembly meets. At present Washington State furnishes a considerable part of raw timber from British Columbia. The Government allows this movement under special permit. In fact, a duty on the royalties on the logs exported would be wanted if they were kept in Canada.

BID FOR ARIZONA PAPER REPORTED

Cameron Aide Wanted Prescott Courier for Mo[rmon] Publisher Testifies

PHOENIX, Ariz., Nov. [illegible] is whipped into [illegible] current [illegible] pendiaries being conducted [illegible] ning [illegible] Senator Stuart, publisher [illegible] Courier [illegible] Campbell, secretary [illegible] H. Cameron [illegible] Mr. Stuart [illegible] newspapers for all [illegible] The Republic [illegible] request of Senator [illegible] set. The publication [illegible] ing the Senator [illegible] erstising expenses [illegible] the Republican [illegible] wood, defeated for [illegible] against Senator [illegible] Senator Cameron [illegible] funds that were [illegible] peaded by James S. Douglas [illegible] to an effort [illegible] Mr. Ellinwood. Was carried [illegible] Republican [illegible] that the interests of Cameron [illegible] D. [illegible] Representative [illegible] Cameron for a seat in the United States Senate.

Mr. Douglas testified that he [illegible] Harry [illegible] Mr. Ellinwood. Mr. Stuart said that the [illegible] Republic be [illegible] would total probably $3,000 or $4,000. Earle C. Perkins, manager of the Albuquerque (N. M.) National Bank, testified that he had not known [illegible] of a combination formed to control [illegible] Republic, but that he had been [illegible] during his [illegible] and that he had been [illegible] ferred funds to a political organization in this State.

Senator Cameron's charges, contained in a telegram to Senator [illegible] Reed (D.), Senator from Missouri [illegible] of the Senate Campaign Funds Committee, and which [illegible] alleged that he had not been [illegible] tion alleged that a large sum to defeat him had been sent into Arizona through an Albuquerque bank.

Mrs. Aeronson of Carlton Hilson, Albuquerque oil and mining man, was [illegible] enough to cause special notice. Mr. Porterfield testified that Mrs. Aeronson had informed him that Mr. Cristopher would engage a party to, or had knowledge of, the alleged transfer of funds from the Albuquerque bank to persons in Arizona for the purpose of electing Mr. Hayden.

The Democratic state central committee had read into the record a supplementary report of its campaign expenses during the general election campaign, which amounted to $18,195.16.

CHESAPEAKE & OHIO RAIL ORDER

The Chesapeake & Ohio has placed orders for 12,000 tons of steel rails to be delivered during the first half of 1927, it was announced in the New York Stock Exchange. The road is having [illegible] rails laid on its lines this year, and the rail to be made in December, 1925, was purchased in January, 1925.

KEMAL REVIEWS TURKEY'S POLICY

President Delivers Annual Statement—Faces Future With Complete Confidence

By Wireless

CONSTANTINOPLE, Nov 3—The Grand National Assembly opened its eighth parliamentary session yesterday and Mustapha Kemal Pasha delivered his annual discourse. Passing in review the activities of the Government during the past year and explaining the [illegible] of the [illegible] of which [illegible] Kemal Pasha declared that [illegible] Turkey [illegible] Republic [illegible] Turkish [illegible] Government [illegible] Turkish [illegible] Government [illegible] Turkish [illegible] Government

Shout "Hey" With Your Copy

How to Avoid "Slow-Motion" Start-Offs

By Arthur B. Rubicam

"HEY!" Shout that across the pavement, and immediately ten within earshot stop thinking about whatever they were thinking about and give "Hey!" some attention.

It may be that change was forgotten, or a handkerchief dropped. None of the ten knows—but "Hey!" is so unmistakably "You, Mister," and not somebody else uptown, that ten lethargic brains shunt over from "Nothin' Much" to "What's This?"

If the old law of advertising is correct, which says that copy must inject itself into a stream of thoughts for attention, then this attention getting solution can be applied to advertising.

The problem is to bounce the "headline reader" from the caption into the copy. Too many of the "Two Million Readers" are content to thumb through captions and pictures without realizing the copy means *them* and not the others who have more money, or more time to read.

"Hey" start-offs do not mean a brass band effect that savors of "fly-by-night," or cheaply forced phrases flung to insult a reader's intelligence. But in this day of shorter reading hours and four-color plates; when newspapers find entertaining scandals and daylight gun fights, an advertisement must start on the theory that it has only a *fair* chance of being seen; that its caption *might* get read; and that, if it is lucky, the first half of the first paragraph *may* catch an impatient glance.

The fact presented should be startling enough to wake a brain that is getting ready to take a nap. It should read fast enough to hold the reader from the urge to "turn-over," and it should slide him into the interesting facts one often finds safely entrenched behind "slow-motion" starts that deaden interest.

Particularly is this necessary with a product selling in a market of fellow products where each serves a similar purpose, requiring much the same selling appeals with overlapping features and prices.

Let's see how some "Hey" start-offs sound.

Here are two different advertisements of musical instruments. The first paragraph of one approaches solemnly in a stove pipe hat and delivers:

> Romance knows neither time nor season—it was, is and ever shall be with us, fanning the flame of hope "the prophets of the utterly absurd" yet the well-beloved, lacking which color itself would be. . . .

There is more of it, but one of the "circulation" is already two pages beyond; very likely coming to life in the first paragraph of a second advertisement which sweeps him into the copy with:

> Anybody under twenty will tell you music isn't music unless you can sing to it, dance to it—or play it yourself. Youth wants to *do things.*

That is something of a new angle on music.

Manufacturers selling mechanical equipment are too likely to go to dark cubby-holes in the old fashioned desk, dust off assurances of "reliability," "efficiency," "perfection," "workmanship," "precision" and "troubleproof" and pin them on the front end of an advertisement. No wonder the rural end of the "circulation" decides to go to bed a "little earlier," until his sleepy eye gets pulled into the middle of pump copy which starts with:

> No more pumping, lifting, carrying. No more back-breaking work at the well. Complete sanitation, refreshing baths and all the conveniences that go with running water in the home. . . .

Is it surprising that a coupon gets signed and put in an envelope before bed-time?

Even when a product has an exclusive and somewhat startling feature that sets it away from competition, the principle still holds good. People won't learn about that feature if they won't read.

A dull lecturer could put you to sleep with the sonorous:

> Surely, there is no better proof of performance and perfection in a product than when great experts place upon it their stamp of unqualified approval. Surely, there is no better guide than to follow authoritative advice—when it is possible to get such guidance.

But leave it to a crack pen salesman who knows people won't wait to find out "what it's all about," and you'll get some interesting facts fed to you fast with:

> How would you like to own the radio receiver the broadcasting stations use to judge the quality of their own programs? What tone it must have, to do justice to the music of their great artists: What selectivity, to tune out a station in the same building and listen to others far away for purposes of comparison?

"Hey" start-offs aren't so hard to write once the person responsible understands the principle—which dates back to ordinary conversation.

Before he starts a pen, he can visualize two typical people. One is a bit of a bore, a trifle lazy, not a fast thinker, not an enthusiastic talker. He approaches you dressed in an unpressed suit, from the left-hand side of the desk, and starts to tell you of a product you know very little about.



Courtesy P. L. M. Railways

[CONTINUED ON PAGE 48]



The Woman-Who-Sews Has The Newer Clothes is the interrupting copy thought which has helped distribute over three million books designed to increase home sewing—and consequently, the sales of Clark's O.N.T. and J. & P. Coats Thread.... This advertising, based on the Interrupting Idea principle, is prepared for the Spool Cotton Company by the Federal Advertising Agency, Inc., 6 East 39th Street, New York.

Who Shall Interview the Publication Representative?

FROM one little editorial in our issue of November 3 has come a response which has been nearly nation-wide in scope. The subject is one which hits a number of the most vital elements in the advertising field: publishers, advertisers and—somewhat less directly—agencies. The discussion we have received has touched upon practically every angle of the subject and the resultant deductions, when they shall be drawn, should prove highly enlightening.

The matter which follows on this page and subsequent columns consists entirely of communications which we have received since our previous issue went to press. The cause of all the tumult—a letter by C. M. Lemperly of The Sherwin-Williams Company to that concern's advertising agency—is quoted here to refresh the memories of our readers:

HENRI, HURST & MCDONALD,
58 East Washington Street,
Chicago, Illinois.

Gentlemen:

As our advertising agents for both Sherwin-Williams and Rogers Brushing Lacquer, we wish to advise you that we find the advertising solicitations of publications' representatives have become so burdensome as to make a real obstacle in the conduct of the work of our Advertising Department. We are seeking your assistance.

It is not our policy to want to refrain from seeing those who call, but if these calls continue as they have recently, it will be necessary to close the Advertising Department for business.

Our suggestion is that you advise the publication representatives that this is the situation and that we authorized you, at our last conference, to make the recommendations to us as we cannot continue the important work of the department and see one-tenth of the representatives who besiege us.

Mr. Schuele and others in the Advertising Department, including the writer, have a high personal regard for all these representatives, but now that the direct work of our department is being seriously interfered with and handicapped to the extent that there is *no time left even to make up a list should we want to*, believe it is only fair to advise our friends that from now on our contact must be through you rather than direct, except in cases where we want some special information which we will ask for through you.

Will thank you to reproduce this letter and forward it to the representatives so they will know our position is not one of a hard-boiled attitude.

Thanking you, I am

Very truly yours,
THE SHERWIN-WILLIAMS CO.
C. M. Lemperly,
Director Sales Development.

It is our plan to deal thoroughly with this highly controversial subject. All the material pertaining to the discussion will be assembled, tabulated and studied. This study, together with such tendencies and suggestions as may be inferred from it, will be formed into an article which will appear in an early issue. Meanwhile, further comments and suggestions from our readers will be welcomed.

Be Selective

THIS is the problem as I really see it, though my answer isn't the popular stuff.

The job of giving attention to the increasing group of publishers' and other advertising representatives is a tremendous and vexatious one—to advertising agencies as well as to advertisers. I believe that most men in agency work are anxious to do the fair thing—to learn all that they can learn that is pertinent to their clients' interests. But if the man in charge of an account gives a free ear to every caller who thinks he has an "ear-full" for him, he would have to work both day and night at times, or give up an account. Why shouldn't he be selective, so to speak?

The real truth is that probably not one-fourth of the representatives who call have anything pertinent on the account that the agency man is laying out. Most of them are out merely to "sell the publication generally" or to impress their own personality. Personality is one of the things that we have to guard against continually.

I say that the general merits of the publications ought to be "sold" through advertising in the business magazines and in other ways. I can see no reason for an expensive call on an advertising agency to impart the news that the publication represented has gained 18,000 circulation since last April, that 20.4 per cent of its readers are in the $10,000 income class or better, that a prominent feature of the winter numbers will be Professor Somebody's articles on Rural Buying or Foreign Markets.

As an advertising agent doing business in a small city, I am compelled to see almost every caller or I hurt feelings. The result is that I often have to listen to a considerable amount of general talk and showing of recent numbers of publications (also details about many special and convention numbers in which I am not in the slightest interested) without any compensation except that I have tried to do the proper thing. I often wonder what is wrong with the advertising department of a magazine or newspaper when it has to send some one to present orally general information that could be given effectively in either a business-magazine page or a letter. When a man really has anything bearing directly on an account I am of course eager to learn it. S. ROLAND HALL,
Easton, Pa.

Classify the Publications

MR. LEMPERLY'S letter starts a discussion which I hope will grow to sizable proportions and result in definite and constructive criticisms and suggestions.

Having found myself in the past five years on both sides of the advertising manager's desk some of my reactions may perhaps prove of interest.

It is just a year since I started to sell space rather than purchase it. Since my experience as an advertising manager for a manufacturer has shown me the other side of the picture, we have tried as far as possible to avoid persistent calls where they seemed unnecessary, and by the use of a "tickler" system have still managed to follow up prospects at the psychological moment without waste of effort and with as little annoyance as possible to the advertiser.

Where the advertising manager has told us the story clearly in the first call we have endeavored by mail to keep him informed of the *Journal's* progress and not again visit him until he is ready and anxious to know more about possible new media.

Some of the arguments against too



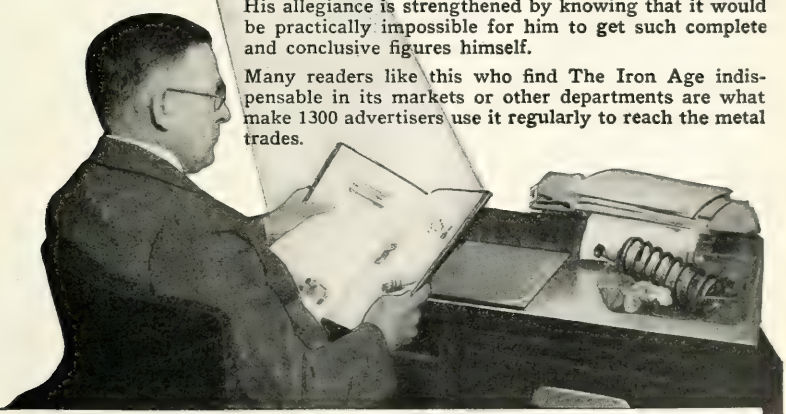
Fifteen Men Work a Week to Give Purchasing Agent Jones the Correct Market Price of Scrap

A total of 300 calls every week goes into Iron Age price figures. Whether Jones buys pig iron or No. 28 black sheets, he finds most satisfaction in the knowledge that these figures are the result of tapping sources, sounding the big markets—that they are based upon the statements of manufacturers and dealers handling 80% of the country's output.

That's why he reads THE IRON AGE

His allegiance is strengthened by knowing that it would be practically impossible for him to get such complete and conclusive figures himself.

Many readers like this who find The Iron Age indispensable in its markets or other departments are what make 1300 advertisers use it regularly to reach the metal trades.



THE IRON AGE ~ *The National Publication of the Metal Trades*

infrequent calls may be that a salesman sells a great deal on personality, and that in constantly calling he grows closer to the prospect. But surely calling less frequently and keeping up a mail contact should prove just as effective if the salesman is able to register his personality in the first call —and it seems to me that he should.

Accounts with large appropriations are frequently solicited by publications which have little or no chance ever to secure any business, and a frank statement of policy on the part of the advertiser should eliminate that advertiser from the publication's prospect list, thereby freeing the advertiser from superfluous calls which help to increase the annoyance of publications' solicitations and render more efficient the publications' efforts by giving them a smaller and more selected list on which to concentrate.

Would it not help matters if all large advertisers established file folders for each publication, the folders to be of standard size and supplied by each publication? This feature might be supplemented by an intelligent young man breaking into the advertising business, who would interview publication representatives and add sufficiently important data to that publication's folder. Then when consideration of the list is under discussion the folders could be brought out and all information would be available.

ALDEN B. BAXTER, *Eastern Adv. Man., American Bankers Assoc. Journal.*
New York City.

See the Agency First

LIKE every advertising manager, I sympathize with Mr. Lemperly in his problem. Unlike him, we are not ready to pass the entire responsibility of publisher contact to our agency, in spite of the high regard we have for its ability.

Rather, we seek a solution by helping the publisher to make his contact with us of a character to supplement his contact with our agency instead of to duplicate it: i.e., we have made it understood that the publishers' representatives must learn from the agency the nature of our advertising problem and must justify to the agency the place of their media in programs designed to meet that problem. The agency, it is understood, makes its recommendations for our lists with its supporting evidence. On our part we wish simply to understand the major considerations offered by the media so as to place ourselves in a position to exercise judgment of approval or non-approval of the agency's recommendations.

Now, such being the function of the advertising manager as we conceive it, the publisher, if he is wise, will automatically regulate his approaches direct to the advertising agency so as to eliminate much of the time ordinarily lost in magazine and newspaper solicitation. We have eliminated the calls of the cub salesman equipped with a rate card and a list of advertisers who are not in his book. We have eliminated the well-intended visits of the publication research man who wants to get a line on our products, the channels of distribution, etc. These gentlemen can get that information from our agency. We have likewise eliminated the advertising solicitor who comes with a story of an impending rate increase. We look to our agency to safeguard our interests in the matter of rates and location.

We are always ready, however, to see the representative who has well considered our problem and who has convictions that the use of his medium will help us in its solution. We very much prefer to have him come to see us *after* he has presented the matter to the agency and upon its recommendation that this is a story we should have. We are quite willing, however, to see him if he has failed to convince the agency and feels that for any reason his story there has not been given adequate weight. From the visit of a representative thus equipped the advertising manager can learn much.

P. L. THOMSON, *Publicity Manager*
Western Electric Company, Inc.,
New York.

Our Suggestion to Mr. Lemperly

1. Tell the publishing world to adopt a standard physical form and a standard topical outline for those *essential facts* about a publication and its market which are not covered by A. B. C. reports and the standard rate card.

2. File these reports as religiously as the architect files building material literature which conforms to the A. I. A. standards in form and indexing.

3. Don't let publication representatives waste their time and yours merely repeating dope that should be in print and on file.

4. Confine personal presentations of solicitors to one of two classes:

a. In season, concrete and well-organized presentations showing the *specific application* of given mediums to current problems previously outlined, preferably by the agency.

b. Out of season, equally well organized, once-and-for-all presentations of publication history, aims and excuse for existence.

5. Spend no time trying to argue the salesman down. Can't be done. You pick the list and let him frame the alibi.

LYNN ELLIS,
Lynn Ellis, Inc.,
New York.

Direct Them to the Agent

THE Sherwin-Williams Company's statement of the case is very conservative, based on our experience. If we were to interview all of the advertising solicitors who would call on us, were our policy of directing them to our agency unknown to them, we would get little else done.

We attach a sample of the notices which we have had prepared to meet this situation, and which are handed by our information desk to solicitors calling on us.

TO ADVERTISING SOLICITORS—

We respectfully ask that representatives of advertising media make their solicitations direct to our advertising agents, The H. K. McCann Company, 451 Montgomery Street, San Francisco, who conduct all our negotiations for advertising space.

We appreciate the interest of representatives in calling upon us, but you can realize that time does not permit us to attend to each of these calls personally, nor are we in a position to give these matters as careful attention as should result by communicating directly with our agents.

PROMOTION DEPARTMENT
CALIFORNIA PACKING CORPORATION

This plan has been in effect with us for several years. Most of the publication representatives are familiar with the policy now, and we have little occasion to use these cards, as practically all solicitation is made through the agency.

W. P. ROGERS, *Advertising Manager,*
California Packing Corp.,
San Francisco, Cal.

A Suggestion for the Interview Problem

I HAVE just read your issue of Nov. 3 and while many of the articles raise questions that should have further discussion, there is one that I would like to give you my opinion on right now.

Mr. Lemperly has hit upon a real problem. It does take a great deal of time to see even a small portion of the many advertising solicitors who call at this office. Not very long ago, our concern thought it might be wise to adopt the Sherwin-Williams' policy. A large concern in this city has recently done that. However, I don't think such a policy is wholly correct. Having a direct contact with publishers enables you to know better what you are buying and I always want to know.

I wonder if the following suggestion wouldn't help matters to some extent. Publishers should instruct their representatives not to take the time of the advertiser unless they have reason to believe their magazine could fit in with his plans. Representatives should find out about the advertiser's plans from the agency and *that* should *definitely* guide them. When they are sure their magazine does fit they should go to the advertiser with some *real facts* applied to *his problem*, not just with "hot air."

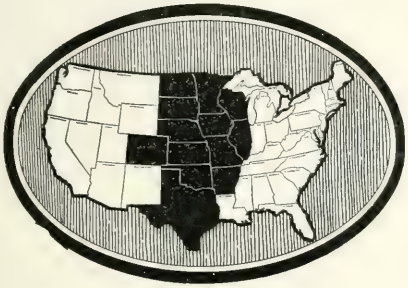
This may sound like a very indefinite and ineffective suggestion. If our business is in anyway typical, however, there are many solicitors who call on us who ought to know that their magazine does not fit in with our present plans. I believe that unless some such plan as this is followed, more and more advertisers' doors will be shut to publishers' representatives.

C. E. NELSON,
The Stanley Works,
New Britain, Conn.

[CONTINUED ON PAGE 66]

Once More!

—and Yet Again



You Can't Cover the National Farm Market Without Capper's Farmer

—You need its coverage in the most tradeful states of the Union.

—But more than that you need its influence, no matter what else you use.

FOR the Sixth Successive Year, without offering "bargains" or putting on "drives" Capper's Farmer has made gratifying gains

—in Advertising Lineage
—in Circulation
—in Pages Printed
—in Influence and Prestige

There's a reason for this—there are a hundred reasons—but the sum of them is this:

Careful advertisers have proved that Capper's Farmer is profitable to them. It is peculiarly close to its readers; jobbers and retailers know and value it—and it pays.

We're not boasting, but watch us in 1927.

Capper's Farmer

Published at Topeka, Kansas — by Arthur Capper

NEW YORK CHICAGO DETROIT CLEVELAND ST. LOUIS KANSAS CITY SAN FRANCISCO

The 8pt. Page
by
Odds Bodkins



IN this morning's mail comes a letter from T. H. Butterworth, of Herbert Greaves, Ltd., Manchester, England, and clipped to the letter a To Be Let advertisement of 1790.

"The attached cutting makes its bow to your predilection for things both humorous and curious in the world of publicity," writes T. H. B. "Never, I believe, have you published anything like it, especially of such early vintage." (Quite right.)

TO BE LET

To an Oppidan, a Ruricolest, or a Cosmopolitan, and may be entered upon immediately, the House in Stone Row, lately possessed by Captain Siree. To avoid verbosity, the proprietor with compendiosity will give a perfunctory description of the premisses, in the compagination of which he has sedulously studied the convenience of the occupant—it is free from Opacity, Tenebrosity, Fumidity, and Injucundity, and no building can have greater Pellucidity or Translucency—in short its Diaphaneity even in the Crepuscle makes it like a Pharos, and without Land, for its Agglutination and Amenity, it is a most Delectable Commorance; and whoever lives in it will find that the Neighbours have none of the Truculence, the Immanity, the Torrity, the Spinosity, the Putidness, the Pugnacity, nor the Fugacity observable in other parts of the town, the Propinguity and Lonsanguinity occasion Jucundity and Pudicity—from which and the Redolence of the place (even in the dog days) they are remarkable for Longevity.

"Would any of your dynamic American realtors, I wonder, dare to use that word 'commorance'?" queries my correspondent. "Have any of them capitalized the lack of 'Putidness, Torrity(?), Immanity, Fugacity and Spinosity' among the tenants of adjoining properties—even in simpler English? The modern 'select neighborhood' phrasing seems weak and futile in comparison.

"It is a pity that we have no record of this announcement's success; whether an eventual sale came from the saintliness of the neighborhood or its Redolence, whether freedom from Opacity and Injucundity or the Diaphaneity of the Crepuscle sold the goods, and whether these found favor in the eyes of an Oppidan (a student of Eton College) or a Ruricolest. And if he, as a tenant, appreciated to the full the great Pellucidity and Translucency of the building. . . . Yet I believe the agent served a definite purpose in wording his offer so tediously."

Indeed he did, for only the right kind of a prospect could even read the advertisement!

—8-pt—

"If you mail late how can we deliver early?" asks this year's poster on the sides of the U. S. Mail trucks. Much the best piece of "mail early" copy that the P. O. Department has used for years, to my way of thinking.

—8-pt.—

Several of my commuting companions have called my attention to the car card Barron Collier is running currently in suburban trains. It reads:

How Is Advertising Educational?

In telling of new products and of new uses for old products, and in showing how they aid and serve.

Rather better copy than any I have seen used in this way before. It has a simplicity that gives it both dignity and force.

—8-pt—

Some weeks ago Bernard Lichtenberg sent me a copy of the book, "Advertising Campaign," recently published by Alexander Hamilton Institute. It has been lying on my desk for some time patiently waiting to be opened.

Last night I opened it, and it happened to be at page 337. This paragraph greeted me:

The keen imagination of the American public is the fertile field in which the seed of all American advertising is sown—it is the background of every story of successful advertising in the country. An advertising idea transmitted into the hustle and bustle of American life finds millions of receptive minds. If it is not a success, it is the advertiser's fault—not the public's.

Mighty fine gospel, that, to be preaching to the student of advertising. Indeed, the last two sentences are recommended for required reading by students and veterans alike. It always *is* the advertiser's fault rather than the public's.

Incidentally, I should like to send a marked copy of this volume to the Mayor of Philadelphia!

—8-pt—

Rhythm, repetition and simplicity combined artfully as the cover of Barney's Cabaret announcement:

Don't forget to remember twenty-first of September



All three desirable qualities, to be striven for in advertising.

Frank Connolley sends me a page torn from a Chicago theater program which interests me greatly. It features "The Man-Eating Lions of Tsavo" and is sponsored by the Field Museum of Natural History. It is a bid for visitors.

Why should not a great museum advertise its attractions in an amusement program? It is a sign of the times—and worthy of the progressiveness of Chicago. Public libraries, museums, parks, art galleries, all represent large investments of the public funds, and it is beginning to be recognized that with the expenditure of a modest sum annually in advertising to keep the public informed and reminded, the community benefits in greatly increased measure from its investment in these institutions.

—8-pt.—

In his book, "Ben Kendim," Aubrey Herbert says, "No man who knows a language perfectly can be whole-hearted in his desire for the destruction of the people of that language."

Which is by way of saying a stickful in a sentence.

—8-pt—

With some trepidation I rise to testify—to make a confession, almost. And in spite of that Applesauce article in a recent issue of this publication.

I purchased a fire extinguisher—and DURING FIRE PREVENTION WEEK!

I have tried to argue myself into admitting that I would have bought it anyway—for I detest these "weeks"—but I can't make my arguing stick. Of course, I have known for a long time that there should be a fire extinguisher just north of the cellar door in the butler's pantry, but I didn't buy one. And then this darn "week" came along. I tried to put off the purchase until early the Monday morning following the "week," but I got so nervous finally that on Thursday I fell, "Send me a Pyrene," I told the man at the hardware store.

So the secret is out: it was I who caused that arching of the sales line during Fire Prevention Week!



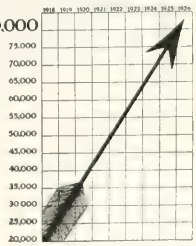


Would Your Product Be "*At Home*" in This House ?

Would it contribute to proper construction, equipment or embellishment? Would it enhance interior decoration or furnishings, or lend beauty to the lawn and grounds? This attractive home with its livable atmosphere and impression of well-being is typical of the 80,000 homes (and more) into which The House Beautiful goes on its twelve monthly visits each year.

And it is in such homes as this that master and mistress take that interest in plan, construction and ornament which is, in fact, a sustained and alert curiosity in what makes for the best in correctly appointed housing.

With its ever-increasing circulation in homes of character, The House Beautiful not only affords the advertiser a thoroughly sympathetic contact but, in addition, gives an excess circulation above its rebate-backed guarantee of 80,000 (A.B.C. figures).



Growth of The House Beautiful

Shall we submit rate card by mail or personal representative?

THE HOUSE BEAUTIFUL

8 Arlington Street **Boston, Massachusetts**

Uncapitalized Habits

[CONTINUED FROM PAGE 20]

of years, sales and earnings increase on same invested capital we set up a higher good will value. When starting a new article, no good will value is set up until said article is a demonstrated success."

What is the value of a famous name? On packages, probably not as much as the manufacturer would like to believe. Financial men and investors discount Good Will heavily and a standard textbook on investments tells students not to consider it. Why? Probably because the Good Will represented by buying habits has not yet been realized and the Good Will represented by the trade name is actually of no great value.

It is the product back of the name that really carries the Good Will. Separate name and product, and the name loses its force. An article may achieve great success and its name become famous; yet apply the same name to another article and failure may result. It is the thing itself, not the name that counts.

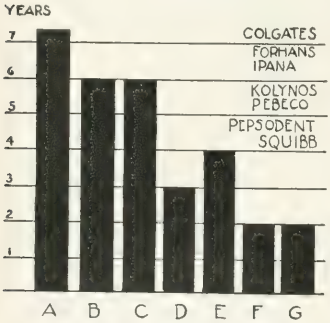
The manufacturer of many a famous and widely advertised article finds his name of little effect in promoting other items. In their respective fields, Prophylactic Tooth Brush and Pebeco Tooth Paste are among the leaders, while Prophylactic Tooth Powder and Pebeco Tooth Brush are among the tail-enders.

There is further evidence that the public places its trust not in names, but in products. A recent inquiry brings to light the surprising fact that for every hundred consumers who are familiar with certain labels, only two or three ever buy the goods. Competing goods, by no means so well known, enjoy a greater sale.

Proportion of Housewives Using Same Brand of Butter for Varying Periods of Time

	Percentage of Housewives
6 Months or Less	17
½ to 1½ Years	20
1½ to 2½ Years	15
2½ to 5 Years	26
5 to 10 Years	14
10 Years and Over	8
	100%

Quoted from a Bulletin of the U. S. Department of Agriculture, Bureau of Agricultural Economics.



THE above chart (based on the reports of more than 1700 people) represents the average period during which the customers of each of the seven leading dentifrices have been buying the same brand. The brands are purposely not listed in the order charted

SOMETIMES the very familiarity of consumers makes a name not an advantage but a handicap. Postum, for instance, is an old story to a large portion of the public. Display that name in advertisements and readers pass them by. A prospect who *thinks* he knows what you are going to say will not listen. Most Postum advertisements, therefore, do not feature the name.

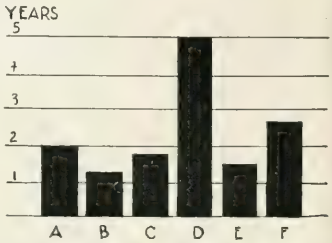
The real Good Will is to be found in the established habits of users. Without further selling effort by the manufacturer, thousands, perhaps millions, of these users will continue for a period to purchase his brand of goods. The advertiser of package goods sells a habit—not a package. His advertisements must create *customers;* it is the repeat business which makes the advertising of small unit sales possible at all. Customers do not have to be re-sold every time they buy. Suppose an advertisement induces you to try a certain shaving cream and having tried it you are quite satisfied with it. Must you see *another* advertisement before you buy another package?

The effect of even one advertisement lasts a long time, but may not be noticed. The effect of several years of advertising is too great to be overlooked. I know of at least one product that continued to sell for years after all promotive effort had ceased. Although no new customers were being gained, the old customers held to their accustomed brand for a while. Then as some died and others were weaned away to competing brands, sales gradually fell off. The money spent to advertise this product *bought customers.* All package goods advertising has the same result. Too often, however, that advertising is credited only with the packages sold during the year it appeared. Yet some of the customers it has made will continue buying as long as they live.

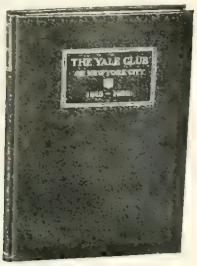
Consequently the money spent to advertise a package product is a long term investment. Only in rare instances does it show a profit the first year. Sometimes it is three years before you are out of the red. Then come the years of plenty unless by that time you have become discouraged and quit—as so many others have.

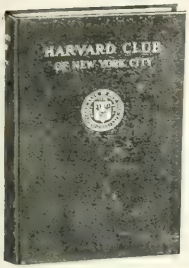
On this page public habits in buying dentifrices are charted. Seven leading brands account for seventy-five per cent of all consumers. Customers stick to a certain one of these brands for an average of more than seven years. I wonder whether the maker of this brand knows how much habit affects his business. I wonder whether he gives advertisements which secure seven-year customers the credit for seven years of sales. I wonder whether he discards an advertising idea on the basis of the year's total sales, or, on the other hand, enthusiastically adopts it—on the same basis. Would he do this if he knew that by the end of the year his new customers had had little chance to buy? That less than one-seventh of their ultimate purchases had been made—aye, *much less* than one-seventh?

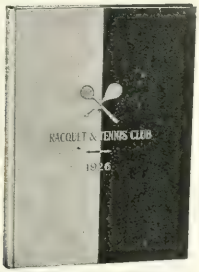
This situation merits reflection. Most advertisers of package goods do look upon the year's sales as a measure of that year's advertising results. If, as usually happens, only a small fraction of the results show up in the sales figures of that particular year, the advertiser is liable to be consider-

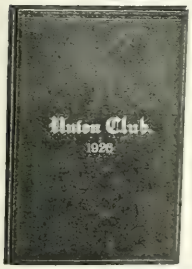


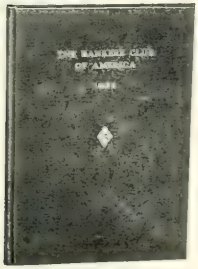
AMONG the six most popular rouges the length of the customer's life shows great variation. Note that the average customer of one of these brands has been purchasing it consistently for five years











These books list the members of five exclusive New York Clubs

Yale
Harvard
Racquet
Union
Bankers

To 2,500 of these men, 500 in each club, we wrote simply "Do you read Judge?" Of all who replied

68.7% read Judge

Several hundred took the trouble to write at greater length how much and why they liked Judge.

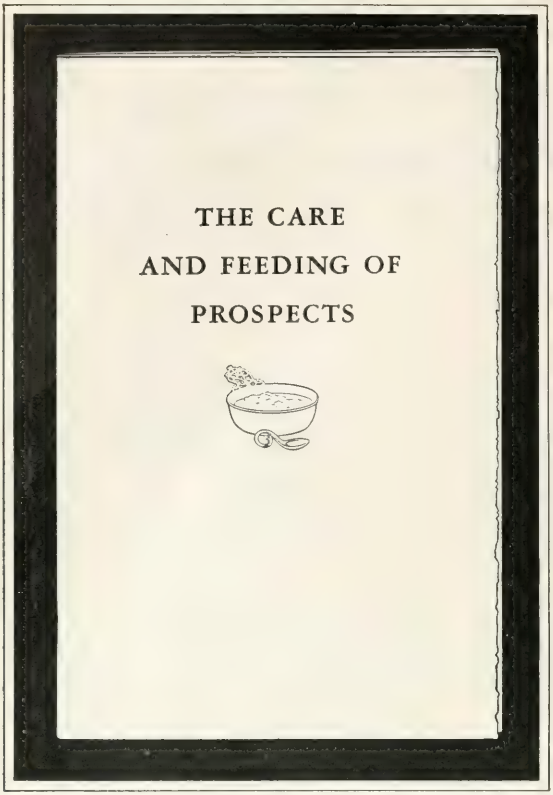
If your article has the qualities for this kind of an audience it will pay you to advertise it in Judge.

Judge

Management of

E. R. Crowe and Company, Inc.

New York Established 1922 Chicago



Actual size of our little booklet on balanced sales diet

YOU want your Prospects to grow up to be big, steady Customers. That takes time. This little book, however, may guide you in feeding them well so that they will soon reach full maturity. If your Prospects need a change of diet, a copy will be gladly sent you on request.

EVANS-WINTER-HEBB *Inc.* Detroit
822 Hancock Avenue West

EWH

The business of the Evans-Winter-Hebb organization is the execution of direct advertising as a definite medium, for the preparation and production of which it has within itself both personnel and complete facilities: Marketing Analysis · Plan · Copy · Art · Engraving · Letterpress and Offset Printing · Binding · Mailing

ably misled. If the advertiser doubles his appropriation he is likely to expect almost double the sales *that same year*. He does not do so. He is disappointed. He does not see that the results from the extra effort will be spread over several years. Nor does he consider that each year's sales are due mostly to advertising done in the previous years. This common misconception operates to the disadvantage of advertising. It prevents merit from being appreciated. It credits inefficient campaigns with results with which they had nothing to do. It affects the whole structure of the advertiser's business.

THE advertiser can easily determine the length of time which his average customer continues to buy. He should then judge each year's advertising on the basis of customers secured, instead of packages sold. There are ways of counting the number of customers secured if he will but experiment a little. He can at least calculate the number of customers buying from him during any given year. He can apply the period during which they will continue to buy and then arrive at the dollar and cents value of those customers. They are very tangible assets and as such should be recorded on the books, the logical place to enter their value being under the heading, Good Will.

If you spend $1,000 to get a group of customers and if, at the time the books are balanced, these customers have made only a fraction of their ultimate purchases, are you not entitled to an entry on the credit side of your ledger equivalent to the profit on the anticipated sales?

The anticipated sales can be calculated with a fair degree of accuracy. Follow the practice of insurance companies. Every policy is based upon an anticipated event. How do they know how long 1000 men *will* live? Because they know how long 1000 men *have* lived. The huge business which they carry on successfully proves the soundness of their methods. By the same methods, the maker of package goods may figure out how long 1000 customers have stayed with him in the past, and so predict how long 1000 will stay with him in the future.

Of course, you cannot be certain of your anticipated sales. A war may come. Your product may develop weakness. Abnormally severe competition may upset your estimate. In spite of these possibilities, Good Will should be given its tangible value. Not to do so would be to discriminate. Many of the items which appear regularly on balance sheets can be given only approximate values. Depreciation, for instance, is charged against plant at a fixed yearly rate. Yet everyone admits that at a forced sale a one-year-old plant would bring little more than a plant ten years old. Inventory is taken once a quarter, half or full year. Between times material values fluctuate. One month after the

WANTED

2 YOUNG Copy Men

THE PLACE: New York City.

THE FIRM: One of the largest and most important publications in the United States. Growing so fast we never catch up to it. Outraces every program we have ever made. Prosperous, growing in power and properly proud—but forever dissatisfied because there is still so much to do. Full of wide open spaces for men of ideas, initiative, courage, creative accomplishment. Dam few traditions—nobody has had time to figure them out. A little careless about clean desks, office titles, executive dignities, but deadly on deadlines. A young organization. Five years make you an old timer. And perceptibly appreciative; they say it with checks. An organization you'll like and like to stay with. And one you can stay with—indefinitely.

THE JOB: mostly copy, but all kinds. By copy, we mean straight thinking, distilled; fact founded; suitably convincing and, if possible, originally expressed. Better stuff than most people in our business are doing—which is far from superlative! There are all sorts of assignments, from tiny little reader notices to books that take a year of sweating; and trade paper, newspaper and direct-mail advertisements. Some pieces will be fifteen-minute jobs; others may take fifteen months. Most of our copy is intended to sell advertising, addressed to the national advertiser and the advertising agency. It must be good advertising, because it has to pass in review before the people who are responsible for the best in advertising. Craftsman's copy, but not over the head of Alex W. Umph, the tight-fisted treasurer of the stove works, the gent who says "that's all there is," when the advertising manager asks for appropriations. Copy that will continue to keep our reputation and make a better one for you.

THE MEN: they must be young, preferably under thirty, so the gang around here won't call them Grandpa. They must be college men or darn good equivalents. By college men we don't mean the boys who slipped fast ones over on the faculty in the Commerce and Administration courses, but who dug up the mode and tense and person of the first verb in the first of Mr. Cicero's contemnations against Cataline; who knew a little more Greek than the best frats required, who have done more reading than the English courses called for and had enough Math and Science and History not to confuse an engineer with an anthropologist. They mixed in all sorts of college activities, wrote for the college papers and the lit. mag., debated a few or possibly buried Caesar in the annual Thespian tragedy. Perhaps have played with teams or had to sell the fellow students on coughing up a buck fifty for a game ticket or served on committees to ask Prexy for the extra day off and there wasn't a chance.

If they worked in the summer, travelled around, met all kinds of people enough to understand some of them—so much the better. Since leaving college they have written something or other—made a living at it. They know something of selling. And they have spent three or four years doing copy for some first-grade agency—and have proofs to show for it. These jobs are not for cubs, but for men whose apprenticeships are pretty well passed, competent citizens with white space who know something about layout and composition, can buy art for their own stuff if they have to, who never use Cheltenham Bold and know why. They must be evangels of ideas, able to sell themselves and others any worth-while ideas.

We want men who are honest enough to have discovered that there is a lot more pride and satisfaction in doing advertising copy to order than there is in trying to peddle fiction fabricated to order. We want men who, within a couple of years, will be able to turn out copy that the top twenty in the agency crust won't be able to laugh off or overlook.

These men aren't stars yet, but will be. They can make reputations here more rapidly than they can elsewhere. They can earn as much money here as they can elsewhere, and more in the future. The starting salaries will be adequate.

DRAWBACKS: It is only fair to say that our offices are something terrible—crowded, and will be that way for a couple of years. The boys who have to have the cloistered calm, the early American furnishings and the chenille underfoot won't care for this place one bit. We're kinda careless about hours, too. A lot of our stuff is marked rush—and is. And if the salesmen around here think you are any good they take up an awful lot of time telling you their troubles and asking for help.

RECIPE: Write us a letter about yourself. Make it complete and comprehensive but as charitably brief as possible. Your confidence will be sacredly kept. Don't send samples until requested. This advertisement is not run by your firm or you'd know about it.

and 1 Production Man

Young, experienced. Fast. Accurate. With a memory better than a pawnbroker's. Must know reproduction processes, typography, printing, paper stock, how to order art and make rough working layouts. Able to keep a raft of jobs on his calendar—and keep them moving. Best pal and severest critic of the folks we work with. He is now working in some good agency or has had good agency training. The kind of a chap that can promise proofs for 5:00 o'clock and produce them—or make you feel that it's worth while waiting when he doesn't come through. All the future here that he can fill. Write us the worst the first time.

ADDRESS BOX 430, ADVERTISING & SELLING FORTNIGHTLY

P. S. Most of our advertisements are better—and briefer—than this.



seeds

AFTER the flood of migration has passed, after the woods and fields seem empty of our feathered friends — a few sturdy hearts linger, braving freezing weather and food shortage. The odds are against them. The only reason they survive in the bared country is the secrecy of their nests — which each year produce new generations.

The wise little owl places his nest in hollow tree, or other hidden spot, where his bid for the future will be surrounded with all the security he can give it.

The business man must make his bid for the future equally safeguarded whether the seasons be favorable or otherwise.

Publicity, not secrecy, is his method.

Proper illustrations, their value enhanced by proper photo-engravings, are usually used by wise merchandisers.

Gatchel & Manning, Inc.
C. A. Stinson, *President*
[Member of the American Photo Engravers Association]
Photo Engravers
West Washington Square ↔ 230 South 7th St.
PHILADELPHIA

entry was made it may represent an utterly false valuation.

So count your customers. Find out how long they buy and, in addition, how much. Then you can give Good Will its due on your books. Enter its *tangible value* at least. There are pitfalls to be avoided, of course. Such calculations are by no means simple—but then neither is double entry bookkeeping. The study of customer habits involved will be vastly worth while. You will increase your understanding of how advertising works, gain a clearer insight into marketing problems, and put yourself on the road to an immense improvement in the character of your advertising.

Shout "Hey" with Your Copy

[CONTINUED FROM PAGE 36]

You have met him before and you know how long it ordinarily takes him to get around to a subject, so you don't pay too much attention. His description rambles a bit; he makes a lecture out of it; he doesn't tell you anything you haven't heard before. The whole thing sounds dull and weary, so you shuffle your papers and show you have no further time to waste.

The other comes over from the right with a quick step and a friendly eye. The first thing he gives you is a fact you didn't know before. His enthusiasm starts him off with "Hey, did you know . . . ?" Maybe he is too refined actually to say "Hey," but the atmosphere is there, and automatically forces him to follow with the most interesting thing he knows about his product—which gets your interest. No matter how sour-faced a prospect you may be, learning something new or something startling is going to have you thinking: "By Jove, *I* never knew that . . . ." or "This sounds like something pretty good."

Perhaps if more advertising writers made companions of these two men—one for the example of his bad habits, and the other because of his catching enthusiasm—and had each come to the office and make a call just two minutes before an advertisement started life on paper, more eyes might get into the manufacturers' copy and more feet into the dealers' stores.

Convention Calendar

February 26-28, 1927 — Eleventh District Convention of the International Advertising Association, Greeley, Colo.

June 26-30, 1927—Fourth District Convention of the International Advertising Association, Daytona Beach, Fla.

October 19-21, 1927—Direct Mail Advertising Association, Chicago.

1927 (dates not yet decided) — Outdoor Advertising Association of America, Atlantic City, N. J.

When Large Wholesalers or Retailers Say to Manufacturers:

"We Want *Newspaper* advertising in our territory"

They *get* the Newspaper advertising because their accounts are important.

And they *ask* for Newspaper advertising because they *understand* its value from a practical sales angle.

Two of the strongest possible reasons why manufacturers should include national Newspaper advertising in their *sales policy.*

All of which is worth re-reading.

Invest in Newspaper Advertising

E. Katz Special Advertising Agency

Established 1888

Publishers' Representatives

Detroit
Atlanta
New York
Chicago
Kansas City
San Francisco



FREE HOLIDAY STAMPING OFFER

Until January 1, 1927, we will stamp your name, or a friend's name, in gold on the front cover of any McGraw-Hill book without additional charge. Orders for stamped books should be accompanied by price and, of course, stamped copies are not returnable.

Hall—

THEORY AND PRACTICE OF ADVERTISING

686 pages, 6 x 9, 250 illustrations, $5.00

A carefully planned treatment of the development of advertising, its fundamental principles and the methods of representative advertisers. The latest book on the subject.

Larned—

ILLUSTRATION IN ADVERTISING

319 pages, 6 x 9, 212 illustrations, $4.00

This book gives a thoroughly constructive discussion of the use of Art to increase the effectiveness of Advertising.

It considers advertising illustrations in their relation to the copy, to the product, to the market and to the psychology of the consuming public.

Pratt—

SELLING BY MAIL

428 pages, 5 x 8, illustrated, $4.00 net, postpaid

The author has drawn on his long experience in this work for definite, concrete facts about mail-order possibilities, market analysis, campaign preparations, mailing lists, mail-order appeals, mail-order copy, layout, illustration, booklet and catalog making, sales letters, order blanks, follow-up, credit and collection practice—every element that enters into the successful capture of a mail market.

Strong—

PSYCHOLOGY OF SELLING AND ADVERTISING

461 pages, 5 x 8, illustrated, $4.00

This book presents a sound discussion of the practical application of psychological principles to sales and advertising methods. It gives you a practical guide with which you can analyze your own selling and advertising problems and follow the line of least resistance in overcoming obstacles.

Long—

PUBLIC RELATIONS

248 pages, 5 x 8, illustrated, $3.00

How to present the "news" of a business—a valuable part of every advertising man's equipment.

FREE HOLIDAY COUPON

McGRAW-HILL BOOK CO., INC.
370 Seventh Avenue, N. Y.

☐ Send me the books checked with name stamped in gold on front cover. I enclose proper remittance and understand that stamped books are not returnable.

(Name to be stamped.)

..Hall—Theory and Practice of Advertising, $5
..Larned—Illustration in Advertising, $4
..Pratt—Selling by Mail, $4
..Strong—Psychology, $4
..Long—Public Relations, $3

Name .....
Address .....
City .....
State 12-1-26

The "Why" of a Freight Traffic Manager

[CONTINUED FROM PAGE 28]

The freight rate, expressed in cents, is not, moreover, the whole of the game. Many services or facilities are worth to the shipper as much as a direct refund in cash. The published rules offer endless "free" things, included as integral parts of the "rate."

HERE, to be concrete, is found a further reason for employing an expert as traffic manager. The railroads are obliged to publish all rates and regulations, after filing them with the proper national and State commissions, to hold them available to all comers without charge "and without requiring the inquirer to assign reason for his inquiry." The "filing" and the "cancelling" goes on at the rate of thousands each month. The maze is as confounding as the proceedings of Congress; all there, all in print, all to be had for the asking, but who has time to waddle through?

When, each spring, the circuses map out their summer schedules, each goes to the railroads over which the special trains will move as they criss-cross from town to town. The railroads are given opportunity to name a price for transportation, with the special facilities demanded for a circus train. If one road demands too much, the circus shifts its schedule, either so as to omit towns or so as to reach them over competing rails. When the "rate" has been agreed upon, the railroads go through the formality of "filing" tariffs to cover the contract, each tariff being scheduled to become effective the day the circus first touches the rails of that particular railroad, and to be cancelled the day it is moved to a connecting carrier.

The rate thus published is "special." It is not "secret." Should Sells Brothers elect to follow Barnum & Bailey's schedule, within the prescribed time and with similar equipment, they are free to do so.

When the village of Anywhere votes to erect a stone schoolhouse, the stone quarries of Bedford (to construct an imaginary case) bargain with the railroads for "rate," duly and lawfully filed and published. All quarrymen of the Bedford district are free to use this rate in quoting for the contract. It is incumbent on the quarrymen of Berea (Ohio) to secure a rate equally favorable. To do so they must have a traffic expert, qualified to "talk the traffic language with freight officials" of the railroads and fitted, also, to learn before it is too late the sort of "rate" to become available for the competing Bedford quarrymen. That "rate" is more than the mere "cents per 100-lb. of stone." It covers the "free" allowances for unloading, for switching, for serial delivery of shipments, for use of unloading cranes, for storing on right-of-way or yards, for "special equipment," for tare, for minimum car-load weights, for a dozen apparently meaningless but highly important allowances which amount to discriminations. All mean costs added to one shipper while his rival may be relieved of them.

For the Anywhere schoolhouse, the foundry at Kansas City must set its traffic expert to the task of assuring himself that Richmond (Ind.) boiler makers, or the rival makers at Buffalo, do not "get the edge on competition" through the "rate."

So it goes through all our commerce. The unknown town of Dalton, near Chicago, in one of the famous traffic abuses, was accorded a favoring rate on oil to an equally inconspicuous hamlet of Tennessee. All was "lawfully" filed and published, but just the same a single refinery seemed to know the rate, it being shown afterward that "$70,000 a year was saved by this device, and all competition from others was eliminated" within a certain territory.

When Buick builds a better automobile, when Gimbel slashes a price, when Macmillan issues a new edition, the facts are broadcast. The benefit is advertised to the public. Not so with freight rates. The law requires most meticulous formality from the railroads in order that rates shall be "lawfully on file." It goes no farther. The shipper is assured the benefit of the lowest lawful rate or combination of such rates ("rate" including all effective "rules and classifications"). It is, however, the shipper's job to find the rate. The carriers do not advertise the current rates, nor do they issue nicely prepared pamphlets or "instruction books" to aid befuddled shippers.

IF merchandise were for sale, advertising would be the first thought of the seller. But with the highly intricate question of how to ship freight from Kalamazoo so as to reach a specific steamship at Seattle or Baltimore, the shipper is left to his own devices. A Detroit factory "cut down our exporting expenses $20,000 a month," in the words of its president, by taking advantage of a single "rule" in the tariffs. The rule had been there since 1917, but it had been no one's responsibility to find it. Railroad tariffs are too complicated, with a daily shifting of details, for the shipper unless he employs

an expert or a specialist to follow them.

Tariffs are "lawfully filed" and "published." They are open to all alike who elect to claim their benefits. They are scrupulously examined by the railroad commissions for technical and legal shortcomings. But they are not advertised. To "publish" in the law is not the same as to "make known to the public," as more than one business man has discovered; to "publish" means, rather, to "make available to the public in so far as they choose to inquire."

If the shipper goes to his local freight station he will find bulletins posted to the effect that the agent and his clerks will give all "reasonable assistance." It is manifestly not reasonable for freight house employees to supply the wealth of expert information needed by the shipper for constructive shipping policies. Specific questions will be answered, but, in this connection, it is well for the inquirer to read those clauses of the tariffs (and of the law) which are contrary to business custom.

IF the employee of a business concern quotes a price or makes an agreement, the employer is bound. Whether that agreement be within the employee's power or not, whether in excess of his instructions or not, matters little. An honorable concern "stands behind its men." Not so with the railroads; too much rebating arose. For the protection of its public, Congress enacted special legislation which provides, among other features, that any quotation of rates or promise by an employee of a railroad is binding only if, and only when, it conforms to some tariff "lawfully on file" and in effect.

If the freight house clerk (or manager, for that matter) quotes a rate of fifty-two cents, while the lawfully-filed rate is $2.52, the larger rate will be collected. The shipper has no recourse other than to pay. That he would not have shipped at the higher rate, had he known it, is no defense. The clerk's error entails no liability on the railroad. That a distinct loss results to the shipper, due to the railroad clerk's error, makes no difference. All that counts in the adjudication of such disputes is that the law provides that the rate "lawfully on file" is the legal rate. That law was enacted for the protection of the public from underhand and secret favoritism; the public must abide by that law.

The answer to this complicated situation is simple. Business concerns, even small ones, will benefit by employing a traffic expert. His services should perceptibly reduce costs through the elimination of expensive wastes and through taking advantage of privileges "free," but available only to those who demand them. Railroads do not advertise their tariff privileges. Neither do railroad employees, nor freight solicitors make it their concern to point out these privileges. It remains for the shipper, by expert scrutiny of lawful tariffs, to discover them for himself.

we hope
that our sales
representatives have
the courage
to reject schedules
by which
advertisers expect
to *cover*
the Greater Detroit
Area through use of the
Detroit Times
alone—
no single newspaper
can do that
job in a field of
a million
and a half people.

Star Cartoonists Available

WE will be pleased to have Art Directors and others who are interested, retain this list of popular cartoonists whose services can be profitably used in connection with various forms of advertising.

Bruce Bairnsfather
Ralph Barton
Reginald Birch
Clare Briggs
Gene Byrnes
Lang Campbell
Percy Crosby
Fontaine Fox
Chester I. Garde
Rube Goldberg
Don Herold
Ellison Hoover
G. B. Inwood
Merle Johnson
Eldon Kelley
Winsor McCay
Ray Rohn
Herb Roth
Dick Spencer
H. T. Webster
Walter Wellman
Gluyas Williams
Crawford Young

Cartoons have become a factor in modern advertising since the public has cultivated a sense of humor through the constant viewing of newspaper and magazine "comics."

To employ the services of cartoonists whose styles and signatures are immediately recognized by readers will assure a receptive audience for your advertising.

We will cooperate in adapting these services to your requirements or in offering suggestions from a price and technique standpoint.

Fred A. Wish
INCORPORATED
12 EAST 41ST STREET
NEW YORK CITY

Also Representing a Group of Well Known Writers for Advertising Purposes.

The Trend of Advertising Art

[CONTINUED FROM PAGE 32]

To my mind, the answer to both questions is "No." I think these excusions into the field of modern art—some tentative, some bold—represent an accurate sensing by advertisers and by editors of the new interest, new standards, new discriminations of a new generation. Sophistication is the shibboleth of this new generation. I think you will agree that artificiality is not an adequate definition for the word "sophistication" in this application. A new definition is writing itself.

THERE are and have been many influences at work in this generation; far-reaching influences that penetrate to the small towns throughout the country.

Last Thursday night I listened to an Armistice Day program over the radio. The Royal Typewriter Hour was "on the air" from a dozen broadcasting stations. Many millions listened in. A symphony orchestra played an orchestral piece by Schelling called "Victory Ball"—as modern and sophisticated as Stravinsky. Yet this program was undoubtedly planned to please millions.

Ten years ago the "Poet and Peasant" or the "William Tell" Overture was the outer boundary of the village-square band concert classical repertoire. Today, they know down in the Blue Ridge Mountains that the name of the composer of "Humoresque" does not rhyme with "pack"—that the name of the composer of the "Meditation" intermezzo from "Thais" does not rhyme with bassinet. The announcer's French pronunciation is getting better and better.

Read or listen to the request program during the final week of our Lewisohn Stadium Concerts, voted on by the audience. They want Strauss, Debussy, Tchaikowsky. Less than ten years ago a mere handful of music lovers attended these concerts. This year, 12,000 (if my memory serves me) attended the opening performance. If you prefer symphonic music to the opera, you "rate" higher in musical appreciation than the opera-lover. It is supposed to be a bit more sophisticated. A few years ago you could check the cities supporting symphony orchestras on the fingers of one hand. Today there are probably a score.

What has enlarged this sophisticated taste? The phonograph, surely, but latterly, the radio.

But what has this to do with art, especially advertising art? The advertiser appeals to the eye—not the ear. Has there been any notable lifting of the public's standard of appreciation of art? I think so. There have been influences at work to that end. The development of color-printing in the magazines, newspaper rotogravure, the high standard attained in advertising art, and most important of all, perhaps, the movies.

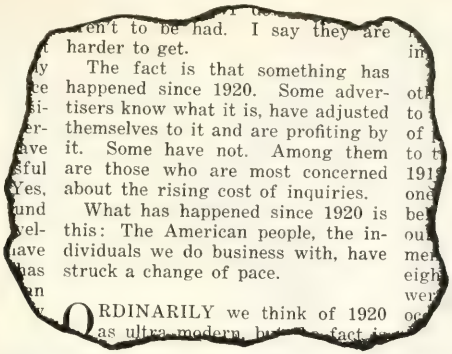
I am told that the so-called "futuristic" pictures that have been coming over from Germany, which created a furore in New York, have done well on the road. This may or may not indicate the development of a sophisticated taste in movies. But the educational effect of the better type of movie is apparent. It is not only creating a higher standard of taste in dress, in home furnishings, interior decoration, and so on, it is giving the new generation a liberal education in the New Sophistication.

The flapper and her boy friend come back for the holidays from the State university. A generation back of them is the immigrant homesteader. The family goes to the movies. "There, Pa!" says the daughter. "That's the kind of furniture we ought to have. We don't want a parlor; we want a living-room. Look, Ma, at those window drapes. And see, perfectly nice ladies smoke cigarettes."

There is a new generation; that is a biological fact. But there is also a new sophistication and a higher standard of taste abroad in the land. Phonograph, radio, movie, magazine, newspaper, the motor car and the State universities have all had a hand in it. Publishers and art editors recognize it. Advertisers and art directors must recognize it. Too much of our advertising today is below the level of the editorial pages in layout and art treatment.

IF there is a higher standard of appreciation of things artistic, how shall we employ advertising art to meet it? Not with extremes, surely. There are only a few who will bid into the thousands for a Gauguin sketch painted on the door of a South Sea Island hut. Many thousands still send in the coupon for a "pretty girl" calendar.

But advertising art is after all subject to the same canons as any other kind of art. Good art remains good art. There has been little change in the recognized essentials from the time of Rembrandt to Sargent. Less change in fact than we have seen in popular taste within a generation. The literal, photographic, "tight" kind of picture such as Meissonier was famous for has gone out. His pictures are greatly reduced in value. The old-time *genre* picture as, for example, the newsboy subjects of J. G. Brown, are no longer in demand. Personally, I do not be-



...en't to be had. I say they are harder to get.

The fact is that something has happened since 1920. Some advertisers know what it is, have adjusted themselves to it and are profiting by it. Some have not. Among them are those who are most concerned about the rising cost of inquiries.

What has happened since 1920 is this: The American people, the individuals we do business with, have struck a change of pace.

ORDINARILY we think of 1920 as ultra-modern, but ... fact is ...

From an article by G. Lynn Sumner in Advertising and Selling

Thanks, Mr. Sumner!

MR. SUMNER goes on to say, "Advertising had found a form in 1920? So did clothes have style in 1920, but today that style is obsolete."

Look no further than the current magazines. In copy appeal, art work, typography and layout the eye meets page after page which six years ago would have seemed fatally radical—often indecorous.

If advertisements have changed, magazines have changed more. Few great publications, successful in 1920 and still successful today, have not taken measures to meet the unusual tastes of new readers, new buyers of merchandise created by post-war prosperity.

Many magazines are bidding for these people—young, keen, acquisitive, unjaded in their buying appetites. None has, or can win their attention and their support so successfully as the new SMART SET, *their own magazine,* the most vital "something" that has happened in publishing since 1920.

Advertisers say SMART SET brings inquiries at the lowest cost. Rapid growth has been partly responsible. A far greater factor is the natural curiosity in this unglimpsed world of advertised merchandise on the part of those first becoming habitual magazine-readers.

"The American people have struck a change of pace." Yes, and advertisers have struck a new, rich field in SMART SET which sets the old familiar magazine fiction to a new rhythm—the rhythm of young America in 1926.



SMART SET

R. E. BERLIN, *Business Manager*
119 West 40th St., New York
Chicago Office, 360 N. Michigan Ave.



Contact — the Dealer with his Local Market

The retailer, like the manufacturer, has his problems of competition.

Shoes or radio, groceries or electrical refrigerators, drugs or automobiles, the dealer is everlastingly confronted with a contest for the retail trade of his community.

He must compete in store appearance, service, price, courtesy, location, and—

In advertising . . . in keeping his name constantly before his likely market.

For most retailers Direct Mail is the ONLY logical medium of outside-the-store advertising . . . sales promotion.

Electrograph specializes in dealer-to-consumer Direct Mail . . . to the consumer . . . through the dealer . . . for the factory. Electrograph creates, prepares produces and *distributes.*

The dealer receives regularly from Electrograph packages of carefully prepared Direct Mail, imprinted for him, addressed to his local consumers, sealed, stamped . . . *all ready to drop in the mail box.*

Electrograph brings to the service of manufacturers the study, application and equipment that makes an exact science of what was formerly haphazard experiment.

Electrograph dealer-to-consumer Direct Mail *completes* locally—around your dealer's store—the advertising you start nationally.

THE ELECTROGRAPH COMPANY
Home Office: 725 West Grand Boulevard - Detroit, Michigan

Electrograph

Created DIRECT-MAIL *Localized*
Individualized
Distributed

In Illinois, Electrograph Advertising Service, Inc., Chicago, is licensed to operate under Electrograph patents.

lieve that this means the passing of a fad. I think it means a growing recognition of better art.

In one of the early novels by Robert W. Chambers, the artist-father was fond of saying to his daughters that "art to be art must be artless." To my mind, that is worth remembering. And on that basis, I do not think there is any real danger of over-sophistication in advertising art. The bizarre and the extreme consciously used for the sake of mere attention-getting will not do. For art is no longer an esoteric subject. The thing to remember is that the public at large has been "let in on it."

The alert advertiser of style products long ago recognized this. He was perhaps the pioneer in the trend toward sophistication in advertising art. Today we see the trend broadened to include practically the whole field of advertising from breadstuffs to motor cars. It represents something more than a mere desire to be different or "smart." It is talking to the new generation in their own terms. There is a *new* generation, a *new* standard of taste, a *new* sophistication. The shrewd advertiser is "cashing in" on it.

Making the Factory a Tool of Production

[CONTINUED FROM PAGE 22]

make talking machine cases, that I shall not register astonishment if and when I encounter an order of lace doilies going through a steel mill.

Some four years ago the H. B. Rosenthal-Ettlinger Co. decided that its factory could not be an entirely efficient tool so long as it was expected to make mackinaw jackets, young men's suits, odd trousers, overcoats, boys' suits and children's clothes. They had figures which showed them just how far the plant was falling below perfection under those conditions. They determined to make of the factory the most efficient kind of a one-purpose tool, adapted to making boys' suits of eight models and nothing else. The necessary changes in machinery and arrangement were made. Costs at once dropped thirty per cent and seasonal operation was eliminated.

Considering a factory as a tool, the workers are important cogs. The most effective cog is that which has but one thing to do. These clothing manufacturers knew this; it was one of the considerations that led them to change their manufacturing policy.

Under the old plan workers would be on suits for a few weeks and then would change to overcoats, pants or mackinaws. For several weeks after the change their production would be less than half the standard. Merely to change the size of a button which an operator is sewing on a garment will cause her output to drop from twenty-

Now *OVER*

500,000

Effective November 24, The Weekly Kansas City Star will take over the circulation of the Weekly Globe-Democrat west of the Mississippi River.

WITH the addition of 115,000 subscribers, due to the purchase of the Weekly Globe-Democrat's mail list west of the Mississippi, The Weekly Kansas City Star now offers advertisers a total circulation of more than 500,000 paid copies each issue—the largest farm weekly in the world!

More than half a million circulation in the richest agricultural section of America!

No Increase in Advertising Rate

Five hundred thousand circulation at an advertising rate scaling from $1.25 a line down to 75 cents a line.

The supremacy of The Weekly Kansas City Star in Missouri and Kansas has been augmented particularly. The Missouri circulation now totals nearly 200,000 subscribers; the Kansas circulation more than 100,000 subscribers—300,000 subscribers in the two states!

See the revised circulation by states in the column to the left. It tells the story of amazing sales opportunity in an aggressive, progressive territory where two-thirds of the entire population is rural.

Make reservations now for winter and spring. Get your share of business from this three thousand million dollar market.

CIRCULATION
By States

Missouri	194,601
Kansas	100,870
Oklahoma	56,616
Arkansas	47,867
Iowa	44,488
Nebraska	26,073
Colorado	14,163
Other States	44,139
TOTAL	528,817

The Weekly Kansas City Star.

Over 500,000 Paid-in-advance Circulation

Chicago Office, 1418 Century Bldg. New York Office, 15 East 40th St.

Change places with the



SIT in the chair of the real buyer in Industry. See Industry through his eyes. Study the things which influence him. Run down the sources of his information.

No matter how else he may keep contact with the developments and trends in his Industry, he is almost certain to place great reliance on the McGraw-Hill publication which speaks for the Industry of which he is a part.

What is back of that confidence? Editorial integrity is the foundation of it. Editorial alertness, editorial accuracy, editorial initiative, editorial helpfulness are contributing factors.

When the naval ammunition depot exploded at Lake Denmark, sacraficing lives and millions of dollars of property, two McGraw-Hill publications pointed to fundamental engineering faults which magnified the destruction. Public safety is the first consideration of the engineer and conscientious editors cannot be indifferent to practices that fail to recognize this fundamental.

When Miami was staggering from the effects of a devastating storm, and wild stories were spread of the structural damage done, a McGraw-Hill engineering editor was dispatched to the scene for an accurate report and for lessons in construction which the storm revealed.

When a non-technical business man was appointed Director of the U. S. Reclamation Service, a McGraw-Hill publication gathered and compiled information that proved the need for an experienced engineer in that important position. Other agencies took up the cudgels and an engineer again heads the Reclamation Service.

Another McGraw-Hill publication is stimu-

INDUSTRIAL BUYER —*for a while*

lating enthusiasm and furnishing helpful suggestions to the electric railway industry which is helping itself by recognizing the modern demand for more attractive and more comfortable street car service. Witness, since this co-operative campaign was inaugurated, the staging in Cleveland of the largest and most enthusiastic electric railway convention held in the history of the industry.

With the radio the nation's plaything, and a conflict of the air imminent, a McGraw-Hill publication has made a thorough study of the bills before Congress for control of the air. Out of this study has come staunch support of the one bill which, with amendments, will insure to the radio public continuance of the high-class broadcasting which has made the radio a national benefaction and created a new industry.

Fearless, alert, thorough, accurate, often prophetic, these publications voice the sound thinking of their industries. Men of industry welcome them and read them.

* * * *

On the other hand, it is the same sort of initiative and helpfulness that McGraw-Hill Marketing Counselors manifest in pointing out the need for and the formula by which elimination of waste in selling to industry can be accomplished. This formula, now widely known as the McGraw-Hill Four Principles of Industrial Marketing, embraces the following fundamentals:

1—Determination of worthwhile markets
2—Analysis of their buying habits
3—Determination of direct channels of approach
4—Study of effective sales appeals

Any manufacturer may, with benefit, apply these principles to his own selling. Help and data are freely and fully available through the nearest McGraw-Hill office.

Editorial Reader Interest

108 McGraw-Hill staff editors, drawn from industry and trade, know the needs and trends of the fields served by McGraw-Hill Publications.

These editors are located at 9 strategic centers and travel 700,000 miles a year through industry.

In addition more than 3,000 industrial specialists regularly contribute editorial articles on progress and developments in their special fields.

A staff of 467 special news correspondents rounds out a complete editorial service to McGraw-Hill subscribers.

Advertising Reader Interest

105 advertising salesmen, whose first function is to advise on marketing problems, interpret buying habits and buying problems of industry to McGraw-Hill advertisers.

36 seasoned advertising planners and writers and 20 artists, trained in the appeals and mechanics of industrial advertising, co-operate with manufacturers and advertising agencies in making the advertising pages of McGraw-Hill Publications interesting and appealing to the industrial buyer.

McGRAW-HILL PUBLISHING COMPANY, INC., NEW YORK, CHICAGO, PHILADELPHIA, CLEVELAND, ST. LOUIS, SAN FRANCISCO, LONDON

McGRAW-HILL PUBLICATIONS

45,000 Advertising Pages used Annually by 3,000 manufacturers to help Industry buy more effectively.

CONSTRUCTION & CIVIL ENGINEERING
ENGINEERING NEWS-RECORD
SUCCESSFUL CONSTRUCTON METHODS

ELECTRICAL
ELECTRICAL WORLD JOURNAL OF ELECTRICITY
ELECTRICAL MERCHANDISING

INDUSTRIAL
AMERICAN MACHINIST INDUSTRIAL ENGINEER
CHEMICAL & METALLURGICAL ENGINEERING
POWER

MINING
ENGINEERING & MINING JOURNAL
COAL AGE

TRANSPORTATION
ELECTRIC RAILWAY JOURNAL
BUS TRANSPORTATION

OVERSEAS
INGENIERIA INTERNACIONAL
AMERICAN MACHINIST
(European Edition)

RADIO
RADIO RETAILING

CATALOGS & DIRECTORIES
ELECTRICAL TRADE CATALOG
ELECTRICAL ENGINEERING CATALOG
RADIO TRADE CATALOG
KEYSTONE CATALOG *(Coal Edition)* KEYSTONE CATALOG *(Metal-Quarry Edition)*
COAL CATALOG CENTRAL STATION DIRECTORY
ELECTRIC RAILWAY DIRECTORY
COAL FIELD DIRECTORY
ANALYSIS OF METALLIC AND NON-METALLIC MINING, QUARRYING AND CEMENT INDUSTRIES

Planned Advertising

The test of a sound advertising plan

WHEN a plan for your advertising is submitted by an advertising agency, how can you be sure that its recommendations are sound?

If those recommendations are in the form of advance ideas submitted on speculation, they are usually only opinions or "desk inspirations." The agency does not do a thorough job because it is working on speculation.

Under our Plan method you are certain of a thorough job. Before we reach any conclusions or make any recommendations we conduct a thorough investigation of every factor bearing upon your advertising.

What do consumers and distributors say?

GROUPS of consumers are interviewed to ascertain every possible selling point about your product direct from the people who use it. Retailers and jobbers are approached for outside viewpoints on your trade policies.

Then, with a first-hand understanding of your product and your selling problems, we build your plan. When we present our recommendations we present the essential facts of our investigation and study.

Those facts form the test by which you can determine the soundness of the plan. You can judge intelligently whether our copy ideas will meet the viewpoints and attract the interest of the consumer. You can see clearly whether our merchandising suggestions fit in with the attitude of the trade toward your product and your advertising.

The plan must convince you

For the plan you pay us a nominal fee, which is agreed upon in advance. Beyond that there is no obligation. You need not engage us to do your advertising unless the plan convinces you that it is sound, logical and based upon the actual market facts.

May we send you without obligation a copy of "The Preparation of a Marketing Plan," by Mr. Hoyt?

CHARLES W. HOYT COMPANY
Incorporated
116 West 32d St., New York
Boston Springfield, Mass.
Winston-Salem, N. C.

PLANNED ADVERTISING
Reg. U. S. Pat. Off.

five to fifty per cent. She becomes accustomed to handling one size, but for several days after a change of size she fumbles and loses her dexterity. By the time she gets back her customary skill a new lot of garments comes along and she has to begin all over again. Under the new plan the button sewer sticks to one size and kind of button indefinitely, and gets the high speed and smooth operation that any part of a good machine must have. And what is more, the "monotony," if you choose to call it that, is actually pleasing to her. A worker likes to be skillful—fumbling and bungling is distasteful—and besides it cuts into her piece-work earnings.

THE American Radiator Co. has found that it pays to have separate plants for special products. For one thing, few production executives are such supermen that they can master all of the details of manufacturing widely different products. There is too much to know about any one product if it is to be truly skillfully made. Therefore the American Radiator Co. makes boilers for heating plants in a factory which makes nothing else. It even has separate factories for making various styles and sizes of radiators. Thus each factory is a tool designed to do only one thing, but to do that to the best possible advantage.

Sometimes there are advantages to be had from a big plant, but care must then be taken to see that each product, if there is more than one, shall be made in a factory especially designed to make it.

Take the Electrical Refrigeration Co., a recent consolidation of the Nizer Co., which makes electrical refrigerating plants for soda fountains, etc.; the Kelvinator Co., which makes household electrical refrigerators; and the Leonard Co., which makes the actual ice boxes in which the Kelvinator equipment is installed.

The concern is erecting in Detroit a large crop of plants. But because there is a difference between the equipment used in the Nizer and the Kelvinator product, each is made in a plant which is completely separated from the other. Both are electrical refrigerators, and to the layman the products would seem to resemble each other sufficiently to warrant the same workmen and executives handling both.

Yet there is enough difference to make it desirable to keep them under separate roofs. In this way each group of men learns to do a limited number of things exceedingly well. The machinery and equipment is designed to work on one particular thing to the best advantage, and is not, as it would otherwise have to be, a compromise which suits neither product perfectly.

The ice boxes are made in a factory at Grand Rapids, the town which specializes in wood-working, where competent workmen are available. This

Your Salesmen

should have as good tools as these—



GEM BINDERS are built right to hold Testimonial Letters. Sales Bulletins, Photographs, Price Sheets and similar material. GEM BINDERS aid the Salesman in conveying that Good First Impression.

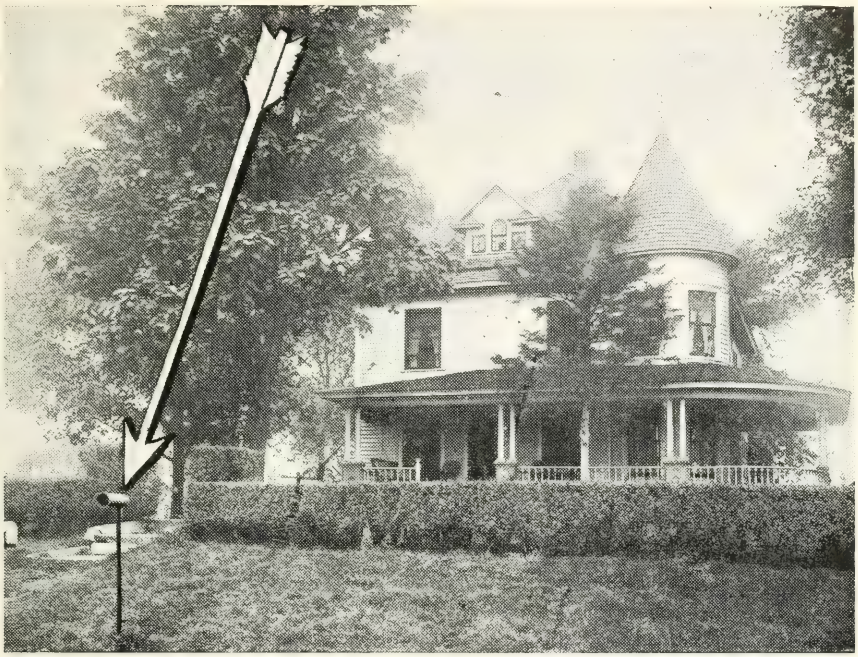
GEM BINDERS are not just covers, they are expanding loose leaf binders fitted with either our patented flexible staples, binding screw posts or paper fasteners.

They are easily operated, hold their contents neatly and compactly, fit nicely into a traveling man's brief case.

GEM BINDERS in Style "GB" are covered with heavy quality Art Fabrikoid; they can be washed, if necessary, for the removal of hand stains, without affecting the surface color or finish of the material.

May We Submit Specimens for Inspection Purposes?

THE H. R. HUNTTING CO.
Worthington Street
SPRINGFIELD, MASS.



This Yellow Box Is a Mark of Progress

The picture shows the home of A. P. Besser on the Elkhart road eighteen miles north-east of Des Moines. In front stands one of The Register and Tribune *Yellow Boxes* . . . a milestone of progress, one of the things that has drawn rural life into closer contact with city life and made farm residences less isolated.

The telephone, the automobile, the R. F. D. and the *Yellow Box* make farm homes within 50 to 60 miles of Des Moines almost part of the city itself.

The *Yellow Box* is used exclusively for the delivery of The Register and Tribune. The paper is dropped into these *Yellow Boxes* almost as soon as it is delivered in Des Moines—delivered by exclusive Register and Tribune motor carriers whose sole business is to get the papers to farm homes as soon as they come from the presses.

Every *Yellow Box* is in front of a wide-awake farmer's home—a farmer who knows what is going on in the world as soon as his city neighbors.

The daily circulation of The Register and Tribune now exceeds 190,000 . . . larger than the combined circulations of all the nineteen other daily newspapers published in the center two-thirds of Iowa.

Des Moines Register and Tribune

Away over the top!

30,000 MASONS MOBILIZED

Grand Master Marshals the Craft in Great Concerted Volunteer Effort to Place Official Magazine in [illegible] of 100,000 Brethren—Dates Set Are Octob[illegible]

Campaign Unique in Annals of Masonry Includes Every Lodge in State

WILL REACH EVERY MAN

"Most urgent immediate fac[illegible]

Final returns not yet in, but after starting with 53,000 subscribers, 150,000 are already assured, each at $2 for two years.

What a testimonial of reader interest!

—all of them MEN

—MEN of high average character
—MEN of high average intelligence
—MEN of high average means
—MEN who can, and do, buy goods of the highest grade, especially goods advertised in

The Magazine They Own

—a magazine which they themselves built—the best written, best edited, and best illustrated Masonic magazine ever produced—the Official Magazine of their own Grand Lodge.

60% in Metropolitan New York

The other subscribers, outside the Greater City, reside in New York State, except for a small number of non-resident members of New York Lodges.

New Advertising Rates

are less than $3 per page per thousand of *paid* circulation. Wise advertisers will get the present rate card and order 1927 space *now*, thereby protecting themselves against a possible increase in rates which the final returns of the campaign may make imperative.

The New York Masonic Outlook

71 West 23rd Street New York City
Shepard G. Barclay, *Business Manager* Gramercy 4865

AUTHORITY Books have been an authoritative medium of instruction for centuries.

Mechanical Advertising Books



by virtue of their action combine this quality with attraction. They sell merchandise.

4 Pages
1 Leaf Turning
$71.50

8 Pages
3 Leaves Turning
F.O.B. Factory
$125.00

Write for descriptive circular and quantity discounts

CHESTER MECHANICAL ADVERTISING CO., Inc.
430 West 45th St. New York, N. Y.

SOME set type to fill in space. Some set type to keep busy. Some set type to have a job. We set type to sell goods— ***and it costs no more!***

Write for booklet

E. M.
Diamant
Typographic Service
195 Lex. Ave. CALedonia 6741

plant makes nothing but ice boxes. The ice boxes are shipped to the Detroit factory, where the electrical and other equipment is installed. One reason for not making the boxes at Detroit is that Grand Rapids is near the source of the raw material, wood, and it is cheaper to ship finished boxes than sawdust.

If they were made at Detroit, a large part of the lumber on which freight would have to be paid would end as sawdust.

What do we learn from all this?

In every industry there are a few progressive concerns which realize that a factory must be designed from every angle to be a perfect tool, specializing on doing a single thing as well as it can be done.

No compromise, Jack-of-all-trades aggregation of machines and men will do, they know.

These concerns are able to manufacture cheaply and well. It is only a question of whether the others will choose to get in line or to get out of the business.

Are You Making Your Product Too Cheap?

[CONTINUED FROM PAGE 21]

their lower-priced merchandise has moved more slowly than last year in comparison with the better grade goods. Actual distrust of low-priced merchandise has been developing among consumers, with the result that trade-marked goods has secured the benefit. The proportion of trade-marked women's garments is now higher than it ever was, and the average dress sale represents a higher amount than ever before.

The store-wide sale, featuring merchandise at lower prices, is being publicly deplored and deprecated, and this is also a sign which way the wind blows. Department stores see the necessity of developing a reputation for standard quality goods all the year around, rather than the encouragement of the bargain sale spirit among consumers. Such bargain sales, based on "distress merchandise," are also under fire; and, as a matter of fact, job lots of merchandise are less available today than ever, since they, too, are an unsound factor in merchandising. The high mark-up in the beginning of the season and the selling out at cost or below at the end of the season, is a system of merchandising which cannot bear critical analysis. Some of the industries which seem to be having trouble might well look into this matter of mark-up, for the retail distributors in some of these lines use a much higher mark-up than is sound or logical. Public confidence is not encouraged by such practice, and consumption is not widened, as it is when



4 Great Influences *are boosting Oklahoma sales*

1 Oklahoma City, geographical, financial, jobbing center of Oklahoma, is teeming with activity. Building activity is intense. Manufacturing employment averages 8% above last year—payrolls 10% higher. All of Oklahoma's diversified activities are making business good in Oklahoma City.

2 Enid, Oklahoma, one of the cities of Oklahoma City's A. B. C. trading territory, is pronounced by Babson the "best business city in the United States." Enid is feeling directly the benefits of Oklahoma's greatest wheat crop, second to only one other state.

3 Oklahoma City, long the geographical center of the mid-continent oil fields, now is activated by the largest producing oil field in the state. Seminole—Earlsboro—fifty-two miles east of Oklahoma City, are pouring millions of dollars in new wealth into the Oklahoma City market.

4 Meanwhile, Oklahoma's farmers have produced a crop $27,000,000 greater in value than that of last year, guaranteeing intensive buying throughout the agricultural regions of the state, and making doubly sure the productiveness of advertising in the Oklahoman and Times, which thoroughly and alone cover this great central area.

Circulation Daily 146,000

The DAILY OKLAHOMAN
OKLAHOMA CITY TIMES
thoroughly and alone cover the Oklahoma City Market

Circulation Sunday 88,000

Represented by E. KATZ SPECIAL ADVERTISING AGENCY

New York Chicago Kansas City Detroit Atlanta San Francisco

Check-Lists Count for Half the Battle

Here's where we echo Mr. Shaw

Ten years ago Mr. A. W. Shaw, of "System," wrote a book outlining the functional approach as the logical road to solving any business problem. This systematic approach he split into four steps (the description is ours, not quoted):

1. Forgetting personal likes and dislikes—never minding whether logical changes might upset comfortable habits—looking only at the greatest good of the greatest number.
2. Cutting each big problem into all the little ones that make it big—making a check-list.
3. Listing "pros and cons" at every point.
4. Standing off and taking a fresh, impartial look in preparation for a detached, well-balanced judgment.

Our sentiments, exactly, and the only method we know how to use in tackling problems in advertising relations and management.

Twenty-three years ago, as a freshman agricultural student, Lynn Ellis had the check-list system wished on him and he has never been able to get away from it.

A blind man *feels* the elephant at one point and immediately knows all about it. But your expert livestock judge *sees* his animal from many viewpoints before he reaches a conclusion.

He cuts his subject first into major essentials—trueness to breed or type, conformation and soundness, condition, temperament and so on. He splits these into minor points, assigns a proper weight to each and builds up a composite judgment step by step according to a predetermined score card.

Fortunately for the student and for the welfare of the livestock industry, master judges long ago agreed on standard points and weights for almost every breed and block type. The beginner has had his check-lists to begin on.

Quite as unfortunately, both the student and the business of advertising have been shy on check-lists. Personal likes and dislikes have settled many a problem for want of a handy way of applying the second and third steps of Mr. Shaw's outline.

Lynn Ellis, Inc., can't *enforce* the detached state of mind but can *supply* it, and in "Check-List Contracts for Advertising Service" it offers a whole bookful of handy lists on which to build the service agreement, the service organization and both cost and filing systems.

What Craig's "Judging Livestock" was to the animal husbandry world of twenty years ago, "Check-List Contracts" is to the advertising business-profession of today, the one book that should be in every desk from that of yearling cub to general manager.

Mr. Shaw presents the proper *plan* of attack—our book presents the concrete working forms. Whether or not you render unto him the order that should be his, send ten dollars today for "Check-List Contracts."

LYNN ELLIS, Inc.
Advertising Relations and Management
NEW YORK

Room 346, Desk C-9
One Madison Avenue

House Organs

We are the producers of some of the oldest and most successful house organs in the country. Write for copy of THE WILLIAM FEATHER MAGAZINE.

The William Feather Company
605 Caxton Building :: Cleveland, Ohio

HOTEL EMPIRE

New York's newest and most beautifully furnished hotel—accomodating 1034 guests
Broadway at 63rd Street.
ROOM WITH PRIVATE TOILET $2.50
ROOM WITH PRIVATE BATH $3.50

quality goods are sold uniformly at the standard mark-up. The "trading-up" movement is, therefore, thoroughly worthy of encouragement in many fields and is constantly receiving new supporters.

THE trading-up movement is a very timely accompaniment to the American principle of mass production and low price, because there is a tendency to grade down when price no longer is the main buying incentive. In discussion of this subject with me recently, a research man brought out the interesting example of the Ford car, which appears to be entering a trading-down phase, to its own detriment. Whereas Ford once had 52 per cent of the automobile volume, it is expected he will drop below 40 per cent by the end of 1926; while the General Motors Corporation, on the other hand, moves up to a higher proportion than ever. The reason is obvious: The public wants a better car, and other automobile manufacturers are providing it; the power of price reductions alone to sell cars has now reached a stalemate. People want the best price possible, of course, but there has been a wide spreading of the great merchandising truth, known for centuries by discriminating buyers, that an article may be dear at one dollar and cheap at five dollars, when quality, satisfaction, length of service, style, beauty and design are considered.

The deciding factor has been a larger margin of money to spend by the average woman. Young wives and mothers are today more sophisticated, more metropolitan, more up-to-the-minute. This is demonstrated by the complete renovation and grading-up in the past decade of two or three of the largest women's magazines. Whereas once they catered to the "middle class" woman, who was supposed to be more conservative, less willing to follow snappy style and smart ideas, the discovery was made that a magazine for this supposed class of women cannot hold its place, for this class has distinctly moved up in smartness, wealth and outlook on life. So the editors have had to "trade-up" their editorial goods: their articles, pictures, fashions and point of view.

They would be laughed off the newsstands if they printed the kind of household hints once published in their pages; pinching ideas of economy, homely makeshifts, rococo design and mediocre or low quality standards.

It cannot be done today—not alone by magazines. It can be done neither by the advertisers in those magazines nor by the distributors who actually sell the goods.

We are in a different era, and it seems difficult to wake some people up to it.

We must, all of us, trade up, set new standards; for the economic world has moved ahead more notches in the past six or seven years than it probably ever moved in ten times that period in the past.



AD ASTRA PER ASPERA

(To the Stars in Spite of Everything)

"Keep her headed for that star," said the captain to a green hand at the wheel, pointing to the North Star. "I am going below to get some sleep." By and by he was awakened by a pounding on the door.

"Captain, come up quick, and give me a new star. I've passed that one."

Sometimes a manufacturer, with a definite objective all set for his advertising, is diverted imperceptibly and unconsciously by various influences until he is going in the opposite direction and wants a new star. When, what he needs is to get back on the course again, and drive steadily for the old star.

Whatever the North Star of a business may be, the only way to get near it is to keep the advertising headed doggedly in that direction. There is little chance of passing it, but much chance of straying from the course in pursuit of less desirable immediate markets.

CALKINS & HOLDEN, INC.

247 PARK AVENUE · NEW YORK CITY

The OPEN FORUM

Individual Views Frankly Expressed

Two Letters; Two Viewpoints

PAGE twenty-six of the Nov. 17 issue of your publication exceeds the bounds of good taste, in my opinion. Had this wise crack been credited to one of your contributors some of the sting might have gone out of it.

I have no interest in any of the advertisers whose advertisements are reproduced. Both the Cheney Brothers and the Black, Starr & Frost advertisements involve advertising principles which have been used off and on for twenty years to my recollection.

HARRISON J. COWAN, *Advertising*,
735 Park Avenue, New York.

THERE is so much going on in this advertising business which smacks of thinking of the other fellow's stuff, that it is a relief to see it spotlighted without fear or favor.

Now if the imitating parties would just take these pages and show them to their clients who, perhaps, said, "You know I like that blank advertising—why don't we do something like that?"—then the circle of correction would be complete.

Do some more things like this.

LARRY SHENFIELD
Pedlar & Ryan, New York.

The article to which these two letters refer was a short feature entitled, "As Jimmie Said to Oscar." Several recent advertisements were reproduced, various members of which seemed to show marked similarity to other members in layout, illustration or copy *motif*. The writer's implication, obviously, had to do with the inspiration of the later insertions.—EDITOR.

The Problem of the Future

THE interesting article by W. R. Hotchkin in your Nov. 3 issue certainly suggests some pretty sober thinking in the matter of the ultimate future of space advertising. I feel sympathetic to the suggestion of Mr. Hotchkin that one of the tendencies to offset higher advertising rates will be smaller space units. However, it would seem as though that were only a partial answer to the problem of the future.

The basis for much advertising copy today is an explanation, or argument, or reason why, and it is readily conceivable that such copy oftentimes could not be condensed into the smaller space units. Obviously, that presents new difficulties for some advertisers.

Again we might visualize the future tendencies to be a more effective and intensive use of direct advertising with an improved development of the poster type of advertising (billboards or car cards, etc.) and particularly window displays at the point of purchase.

Certainly, one point stands out, and Mr. Hotchkin has clearly indicated it—the use of the advertising space, as rates increase, will have to be more effective than ever and perhaps the premium for preferred position will become greater than ever.

LEE H. BRISTOL,
Bristol-Myers Company, New York.

Price Cutting Legislation

IN reference to the price-cutting war between E. R. Squibb & Sons and the Owl Drug Company, no doubt it surprised many of your readers to learn in your November 3 issue how very acute price-cutting can become.

To those who have been studying this price-cutting situation it is not surprising, as this particular instance is just part of a price-cutting war that is going on all over the country with advertised, branded articles. This instance is just a case where the price-cutter is getting bolder and bolder—and why not? The Federal Trade Commission, together with the court decisions, have about stripped the manufacturers of any rights or protection in maintaining a resale price on advertised, branded articles, so they have become the football and bait of retailers who want to build a reputation as price-cutters.

It must be evident to those who read your articles that Squibb, in fighting the Owl Company by having independent retailers under-cut, such a method can only be used by a financially *very strong* company, and even then there could be a limit to that, no matter how strong it is. There are other phases to this method of fighting price-cutters that are fundamentally and psychologically wrong, but it does not seem wise to discuss this side of the case.

Isn't it time the publishers, advertising agents and advertising men in general woke up to the very grave danger of this situation, for it would seem obvious from this individual situation that manufacturers of advertised, branded articles are having their business structures cut from under them.

With the rights of contract between buyer and seller actually taken away, with chaotic legal decisions on the subject staring us in the face, what can we turn to for protection?

So far as the writer is concerned, there is only one thing left and that is to get the Capper-Kelly Bill passed as soon as possible by Congress. This means untiring effort, for "when men have ceased to be prepared to fight, if necessary, then the Government's greatest incentive to try to do right is removed."

If you want to know more about the Capper-Kelly Bill, white to Congressman Clyde Kelly for his speech made before Congress in June, 1925—*everybody* interested in the sale of branded, advertised articles should read this speech, as it is a *masterpiece* on price-cutting and advertising, and everybody should get posted, then get into this fight intelligently. W. A. ANSLEY,
Chairman Cooperation Com.,
American Fair Trade Assoc.,
New York.

Competition in Space

YOU are to be congratulated on the article, "Higher Advertising Rates —Smaller Space Units," by W. R. Hotchkin, that appeared in your Nov. 3 issue.

Mr. Hotchkin hits the nail on the head when he calls attention to the competition among advertisers for dominance through space volume. Should this present tendency be carried too far, it is reasonable to predict that many boards of directors will not be as willing to vote the vast sums required to continue the space competition beyond a certain point. All advertising interests may well study the problem presented by Mr. Hotchkin because all of us are in the same boat, whether we own publications, run agencies or are manufacturers using advertising to promote sales.

E. T. HALL, *Vice-President*,
Ralston Purina Company,
St. Louis, Mo.

Advertisement Writing

LYNN SUMNER is on sound and safe territory in his article on copy writing.

Advertisements are novelettes of trade and there should be no difference between the appeal in advertising copy and that of other forms of persuasive literature.

I believe that the trained advertising writer, however, is quicker to absorb data than the unlearned in advertising practice. The average person with small facility for writing labors excessively and cannot achieve the production necessary to earn a livelihood in this liveliest of the arts.

JAMES WALLEN,
New York.



Their Shopping Radius Was About 15 Miles

—but that was years ago

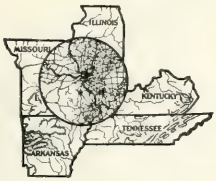
"I AM going to attempt to view the situation from the standpoint of a salesman facing conditions a decade ago. What was the general situation? There was the business center with its various industries and great varieties of things to be chosen from. There were smaller centers further up and here is what the buyer had to face: If he lived in the country, he probably had to hitch up his horse and drive to town. If he wished to come to a center like St. Louis, he had to catch the train at the convenience of the train schedule. If his horse could make an average of seven miles an hour, it was doing first rate. If he wished to come to a small center, after driving in from the country, he might not be able to get just exactly the kind of things he wanted in the local store. His wife might know that the styles were not up to date, but on account of the trouble of catching the train into, say St. Louis, where they could get the things they would rather have, they had to take what was on the local merchant's shelf.

"The improvement of transportation has made of a territory, not a city with sub-centers and a country, but the whole territory a city. Mr. Leutert has brought to you very vividly the close relationship between an outlying territory and a center through the interurban. Transportation has been developed by the railroad to a point where deliveries are immediate. It was very interesting to hear the statement that if an order is received by 9:00 o'clock it can be filled in St. Louis the same day. That is true of shoes, clothes, hats and all of the other commodities in which we are interested. The railroads and the interurbans are delivering those things practically as ordered and when needed. Then again, there are the bus lines. A man can take that bus line a half a mile from his door and come into a center. ", . . . A man can get into his machine, and just as fast as the speed limit permits, can go to a center and return home in a short space of time. . All of these things work together to bring about a great change in conditions the salesman must face."

—*Today*

As William McChesney Martin, chairman of the Board of the Federal Reserve Bank of St. Louis, has said:

"The improvement of transportation has made of a territory, not a city with sub-centers and a country, but the whole territory a city."



—*and here*

is the familiar map of just such a "city *plus*."

This is St. Louis' market—known as The 49th State.

Highways and railroads and interurbans have extended the radius to 150 miles.

The foregoing is quoted from an address made on October 1, 1926, before the Sales Managers Bureau by William McChesney Martin, Chairman of the Board of the Federal Reserve Bank of St. Louis, serving the Eighth Federal Reserve District.

Mr. Martin's contrast between the markets of yesterday and today demonstrates in a striking way the development of our own St. Louis markets.

Here is the picture:

The 49th State with its radius of 150 miles, as against the limited markets of horse-and-buggy days.

Railroads, interurbans, highways, busses bringing The 49th State towns to the St. Louis City Limits.

And what does this outlying territory in The 49th State offer?

4,206,516 people. . . . Five times as many as in St. Louis.

$11,666,375,000 purchasing power to supplement St. Louis' $8,949,726,000.

And we know that more than a million of these people are coming into St. Louis every month on shopping trips and pleasure trips.

What wonder that St. Louis merchants are developing this out-of-town trade! Here is The Globe-Democrat, reaching out, as no other medium can, to bring this trade to St. Louis. . . . A newspaper which has kept pace with this development—indeed, has been a primary factor in bringing it about.

. . . . This, certainly, is the logical medium for the advertiser who looks beyond the "horse-and-buggy" trade boundaries.

St Louis Globe-Democrat

The Newspaper Which Has Developed The 49th State

F. St. J. Richards.....New York
Guy S. Osborn.....Chicago
C. Geo. Krogness.....San Francisco
Dorland Agency, Ltd.....London
Jos. R. Scolaro.....Detroit



Owens Staple-Tied Brush Company have doubled their Oral Hygiene schedule for 1927 because of the volume of enquiries received from O. H. in 1926, say Chas. F. Dowd, Inc., their advertising agents.

ORAL HYGIENE
Every dentist every month
1118 Wolfendale Street, N. S.
PITTSBURGH, PA.

CHICAGO: W. B. Conant, Peoples Gas Bldg., Harrison 8448
NEW YORK: Stuart M. Stanley, 62 West 45th St., Vanderbilt 3758
ST. LOUIS: A. D. McKinney, Syndicate Trust Bldg., Olive 43
SAN FRANCISCO: Roger A. Johnstone, 155 Montgomery St., Kearny 8086

The STANDARD ADVERTISING REGISTER

Gives You This Service:

1. The Standard Advertising Register listing 7,500 national advertisers.
2. The Monthly Supplements which keep it up to date.
3. The Agency Lists. Names of 1500 advertising agencies, their personnel and accounts of 600 leading agencies.
4. The Geographical Index. National advertisers arranged by cities and states.
5. Special Bulletins. Latest campaign news, etc.
6. Service Bureau. Other information by mail and telegraph.

Write or Phone

National Register Publishing Co. Inc.
R. W. Ferrel, Mgr.
15 Moore St. New York City
Tel. Bowling Green 7966

Interviewing Solicitors

[CONTINUED FROM PAGE 40]

Telephone In Advance

WE naturally have a great many callers at this plant, men representing a great variety of publications. Insofar as it is possible we arrange to see each man promptly. If we are unable for any reason to see a man, we endeavor to make another appointment for him.

Our feeling is that we hope that our sales representatives will have a chance to tell their story to the people on whom they call and for that reason we hope to extend to every representative who calls upon us a like privilege. There is much to be gained through contact with representatives and perhaps it is a sort of enlightened selfishness to want to see all of them because every man can profit by the information which the other fellow has.

A good salesman does not make a nuisance of himself in relation to his calls. If he does he isn't a good salesman.

We have found that by recommending to representatives that they telephone in advance and arrange for appointments the whole situation is considerably improved. It has not been our experience that the representatives of legitimate publications take up an undue amount of time. It is the fellow who is trying to get advertising for programs and for special issues of more or less undesirable publications and others of that kind who takes up a lot of unnecessary time.

C. E. T. SCHARPS, *Dir. of Adv.*
Chrysler Sales Corporation,
Detroit, Mich.

Solicitors Should Be Seen

WHEN a man engaged in any line of work is busy at anything, it is only natural that he doesn't like to be interrupted by frequent calls of anybody. If he is busy (and most advertising men are), he must find time to attend to the duties of his department; otherwise he will not function properly. But to tell advertising solicitors that it will be necessary to close the Advertising Department for business if they continue their calls is not any solution of the problem. What a bad thing it would be for business in general if all business adopted such a ruling. Think what it would mean in our business, with 1600 representatives in the field.

I think the trouble often lies with the advertising manager himself. My experience has been that the average man doesn't know how to deal with the solicitor quickly, honestly and with the minimum of effort. The average advertising manager hates to say "No." He puts the solicitor off with some such expression as "Call again the next time you are in this vicinity," or "It will be thirty days before we can give you an answer." The time of an advertising solicitor is just as valuable as that of the advertising manager. Many a visitor can be handled over the telephone if the advertising manager only uses a little common horse-sense and courtesy.

I have seen advertising managers keep solicitors in the hall-way waiting for fifteen minutes, half an hour, even an hour. What right has an advertising manager to put himself on a pedestal where he can feel that because he is handing out advertising he can treat visitors as discourteously as some men treat them? I have always had the belief that advertising solicitors can teach me something; that, if I miss seeing one, I might miss some good idea or some valuable information.

Now it is true that advertising solicitors themselves are to be blamed in many cases for wasting the time of advertising managers or of their assistants. They themselves could cut down their calls to a few minutes instead of stretching them out.

I am heartily in sympathy with Mr. Lemperly, of The Sherwin-Williams Company. My remarks do not apply to him. I know just what he goes through and I certainly do not pretend to advise him how to run his business any more than he would think of advising me how to run my job. If a man is going to do his job right, he has to have time in which to do it. In my position I do not have as many representatives call as would a concern dealing in some every-day commodity. But there are plenty of them that do call, and I always try to give them a welcome and a hearty handshake, even though it may be necessary to say, "I though it may be necessary to say, "I want you to excuse me. Sorry I cannot give you an order," etc.

E. D. GIBBS, *Advertising Director*
The National Cash Register Company,
Dayton, Ohio.

Set a Certain Period

THE problem described in my friend, Lemperly's letter, is a real one. We have not gone so far as to leave entirely to our agency the interviewing of publishers' representatives, because we feel that a good representative contributes to our own education. We have tried to systematize that part of our work, however, by limiting calls to the afternoon and by insisting that interviews be business-like, well organized, and as brief as possible.

The chief advantage in setting a certain period for calls is that work requiring concentration is then uninterrupted.

O. C. HARN, *Advertising Manager*
National Lead Company,
New York.

for instance take Ohio



THE steady growth of Power as a selling force is well illustrated by Ohio.

Three years ago, Power had 1795 subscribers in Ohio, distributed in 996 industrial plants and central stations.

Today, Power has 2312 subscribers in Ohio, distributed in 1422 units. In other words, with an increase of only 517 subscribers, we have increased Power coverage in Ohio by 428 units—an increase of over 40%.

Machinery plants, automotive plants, street railways, textile mills and food factories on our Ohio subscription list have all more than doubled in this period. Power covers every active steel mill in Ohio, every central station of any importance.

But that is not all the story. In this same period, we have increased the number of executives on the Power subscription list in Ohio from 320 to 429; technically trained engineers from 186 to 226; chief and operating engineers from 862 to 1363. That is, in increasing the number of units covered, the job has been done where the buying power lies.

For Power—in common with all other McGraw-Hill papers—has this sole aim in subscription getting—*the responsible man and the responsible man only*, the man who has the power of decision and purchase, in the maximum number of worthwhile buying units of the field.

And note, this growth of Power in Ohio is not the result of any special drive here. Nor is it exceptional. It is typical of the growth of Power in every State of the Union.

This nation-wide growth keeps Power constantly in the lead as the most powerful printed ally in selling to the power-field.

POWER

A McGraw-Hill Publication
Tenth Avenue at 36th Street, New York

A. B. C. A. B. P.

ΗΜΑΣ

Τὸ INDUSTRIAL POWER ἔχει πολλὰ ἀσυνήθη χαρακτηριστικά.

Ἱδρύθη ὑπὸ ἀνθρώπου ἔχοντος δέκα ἐτῶν πεῖραν εἰς ἓν ἐκ τῶν σημαντικωτέρων ἐκδιδομένων περιοδικῶν.

Ἡ πεῖρα αὕτη τὸν ἐδίδαξεν ὅτι ἓν περιοδικὸν εὐχειρίστου μεγέθους, ἐλκυστικὸν καὶ ἀναγνώσιμον θὰ κατέκτα τὸ ἀναγνωστικὸν ἐνδιαφέρον ἀξιολόγων ἀνθρώπων. Τότε, ἂν τοῦτο ἦτο ἀληθές, τὸ μόνον πρόβλημα ἦτο νὰ θέσῃ τὸ περιοδικὸν εἰς χεῖρας τοιούτων ἀνθρώπων, μὲ τὸ ὀλιγώτερον δυνατὸν ἔξοδον καὶ περιπλοκήν.

Δωρεὰν κυκλοφορία ἦτο ἡ ἀπάντησις εἰς τὸ ἀπαιτούμενον τοῦτο. Ἡ πεῖρά του ἐν τῷ ἄλλῳ περιοδικῷ εἶχε καταδείξει ὅτι ἡ πληρωμένη κυκλοφορία δὲν εἶναι δυνατὸν νὰ ἐξασφαλισθῇ εἰμὴ μὲ ἔξοδα μεγαλείτερα τῶν ἐσόδων, τῶν προερχομένων ἐκ τῶν ἀσημάντων τιμῶν συνδρομῶν, αἱ ὁποῖαι ἐπικρατοῦν τώρα.

Τὸ INDUSTRIAL POWER, ὅθεν, λειτουργεῖ ἐπὶ σχεδίου καθωρισμένης δωρεὰν κυκλοφορίας. Ἓν ἀντίτυπον διὰ κάθε κατάστημα, μὲ πατενταρισμένον φύλλον δρομολογίου, προσκεκολλημένον εἰς τὸ ἐμπρόσθιον ἐξώφυλλον κάθε ἀντιτύπου. Ἡ μέθοδος αὕτη ἀποφεύγει τὴν σπατάλην καὶ τὸν διπλασιασμόν.

Τὸ INDUSTRIAL POWER ἐκδίδεται ἐπιτυχῶς ὑπὲρ τὰ ἓξ καὶ ἥμισυ ἔτη. Τὸ ἔτος τοῦτο εἶναι τὸ τῆς μεγίστης καὶ ἀρίστης ἐπιτυχίας του.

Ἔχει ἐπιτύχει, διότι αἱ ἀρχαί, ἐπὶ τῶν ὁποίων ἱδρύθη, εἶναι ὑγιεῖς καὶ ἔχει δώσει καλὴν ἀξίαν εἰς τοὺς πελάτας του.

Περιέρχεται εἰς χεῖρας ἐνδιαφερομένων ἀνθρώπων, ἐχόντων ἐξουσίαν νὰ ἀγοράζουν, εἰς 42,000 καταστήματα. Πρὸς 150 δολ. κατὰ σελίδα ἀναλογεῖ 3.58 δολ. κατὰ σελίδα διὰ κάθε χιλιάδα καταστημάτων εἰς τὰ ὁποῖα πηγαίνει. Πράγματι προπολεμικαὶ τιμαί.

Ὁ χῶρος δὲν μᾶς ἐπιτρέπει νὰ ἀποδείξωμεν ἐδῶ τοὺς ἰσχυρισμούς μας, ἀλλ' ἂν ζητήσητε τοῦτο, θὰ σᾶς στείλωμεν πειστικὸν ὄγκον ἀποδείξεων.

Ἐνδιαφέρεσθε;

a. R. Mayer.

for
INDUSTRIAL POWER
608 So. Dearborn Street
Chicago, Ill.

The foregoing may be "all Greek" to some of our readers. We realize that, except in some restaurant circles, Greek isn't employed as much as it used to be. So, if you have difficulty in deciphering the above interesting text, drop us a line and we will send you an unexpurgated literal translation in plain unvarnished English.



Pre-War Prices

En route from Washington to New York, recently, I had dinner aboard a B. & O. dining car. I ordered what was listed on the bill of fare as a "club plate dinner." This is what I got:

Ham	half portion
Potatoes	ditto
Peas	ditto
Spaghetti	ditto
Lettuce Salad	ditto
Olives	(two)
Corn Muffins	(two)
Ice Cream	
	Demi-tasse

Very good cooking. Very good service. All for seventy-five cents. Made me think of the days when a dollar was a dollar, and not sixty-three cents, as now.

Political Advertising

Along about election time, the mails are jammed with what is called "campaign literature." Every Tom, Dick and Harry who runs for office addresses the voters as "Dear Friend" and assures them that his highest wish is "to be of every assistance" to them. And the mail men stagger under the load of imitation type-written letters and badly printed circulars which go forth from every campaign headquarters.

I wonder if the effort is worth what it costs. In my case, it is not. For every piece of campaign literature which reaches me is chucked into the waste-basket, unread.

It seems to me, though, that the last election saw a somewhat higher standard of newspaper advertising than previous elections. Much of the Mills copy was excellent. And the advertisement over Senator Wadsworth's signature which appeared the day before Election Day was good enough to make me switch my vote. I liked the "tone" of it. Wadsworth came out, flat-footed and told just where he stood. That, in politics, is so unusual that it is refreshing.

Smith won, as everybody knows. But it was not because his "publicity" was better than that of his opponent.

Score One for the Railroads

A friend of mine, who now lives in New York but who was, until a few months ago, a resident of Seattle, recently shipped his household effects from the Pacific Coast to the Atlantic seaboard. They came through in less than three weeks, without a scratch. The run from Seattle to Chicago—a distance of about 2200 miles—was made in six days; not a great deal longer than it takes to make the trip by passenger train.

It is this sort of thing—a vastly improved freight service—which makes hand-to-mouth buying possible. Merchants can now order goods with the practical certainty that they will move at a speed which was undreamed of twelve or fifteen years ago.

Most of us can recall the time when the movement of freight was one of those things that nobody seemed to know anything about. I remember a talk I had, years ago, with a man who had shipped a carload of eggs to Kansas City. It had been eight weeks on the road; and nobody had any idea where it was. "I suppose," he told me, "I'll have a fine flock of spring chickens on my hands, when that car gets to Kansas City."

Do You Know?

"Really, I don't know," said I, in response to the salesman's inquiry as to what size glove I wear.

"Well," said he, "if you did know, you would be the exception. Most men know what size collar they wear. They almost always know what size hat will fit them. But gloves—only about one man in ten can tell, off-hand whether his size is 7¾, 8 or 8¼."

I imagine this is true of shoes as well as gloves. I have no idea whether I wear an 8, 8½ or 9. Do you?

The Sesqui

I spent a Saturday afternoon and evening, recently, at the Sesqui-Centennial. As a demonstration of what American energy can do, it is an amazing achievement. As an exposition purporting to commemorate the one hundred and fiftieth anniversary of American independence, it is a dismal failure.

As every reader of ADVERTISING & SELLING knows, the Sesqui has been criticized unmercifully because it "hasn't been advertised properly." My own belief is that it should not have been advertised at all—that is to say, it should not have been held this year; perhaps not even in 1927.

The Sesqui is merely another illustration of the folly of doing things in a hurry. It was conceived in a hurry, built in a hurry, opened in a hurry.

Right at hand were the greatest exploitation machine and the largest advertising agency in the country. The fact that neither seems to have been utilized by the Exposition authorities is evidence of the lack of planning, which appears to have characterized the Sesqui from start to finish. The failure of the Exposition is no reflection on advertising. Quite the contrary.

JAMOC.

Large Sales to Regular Customers

WITH some people, beliefs are founded on whims; judgments are based on momentary fancies. Among them, opinions fluctuate with the shifting of the wind, and the popularity of any product has the life of a soap bubble.

There are others whose beliefs are tempered with sound judgment. They command respect. Their opinions on dress, food, housefurnishings, motor cars are honored — and copied — as readily as their ideas on the kind of plumbing to go in the new public library, or the advisability of widening the village street.

When their approval is earned it is by real merit only. But their approval is not the deferential nod of a passing fancy; it is the sane judgment of stability.

Always and inevitably the character of the weekly contents of The Literary Digest determines the kind of individual who reads it.

Its readers belong to one great class of people—the intelligent, thinking individuals in every stratum of society, at every income level, in every city and hamlet—those who are alert and keen to keep abreast of the times.

They are telephone subscribers. The Digest reaches regularly more of the 9,809,063 families in the United States who have telephones in their homes than any other magazine. Furthermore, they are thinkers. Their opinions are convictions, not whims.

The Literary Digest readers not only think—they act. *We know they respond to printed advertising, for their subscriptions for The Digest are secured only through printed matter.* We employ no convassers. Renewal subscribers pay us $4.00 per year, without premiums or inducements of any kind.

There are families who have subscribed for The Digest for thirty years, and we are proud of the unusually high percentage of renewals that we can show from year to year.

The approval of these 1,400,000 *intelligent, thinking, responsive families* ***establishes*** *a product—assures it large sales and* ***regular*** *customers.*

The Literary Digest

ADVERTISING OFFICES:

BOSTON Park Square Bldg. | CLEVELAND Union Trust Bldg. | NEW YORK 354-360 Fourth Ave. | DETROIT General Motors Bldg. | CHICAGO Peoples Gas Bldg.

CHARACTER

The Indispensable Foundation

Now we maintain that newspaper advertising is something more than a degree of pressure applied to an area of paper.

We maintain that the value of a newspaper's advertising space is in direct ratio to the value of its other printed matter.

That if its reading-columns are cheaply filled its reader-value and resultfulness are lowered; but if the high character of its contents is earnestly and jealously upheld its advertisers reap redoubled harvests.

That to be a great effective advertising medium means, first of all, to be a great newspaper.

And so The News builds, from deep foundations upward, a publication that shall stand the tests of strength, integrity and completeness; surpassing all others in its field in the substance of its offerings to its readers; accepting every opportunity to attain a still broader and richer usefulness.

The Dallas Morning News

Texas Old Distinguished Newspaper

Statistics

We have available more kinds of business statistics; more important figures on business from every angle than probably has ever been assembled in one place.

Call on us.

The Business Bourse

J. George Frederick, Pres.

15 W. 37th St. (Wisconsin 5067) New York

In London, Business Research Services, Ltd.

If it beats previous displays "all hollow" it's an

EINSON-FREEMAN WINDOW DISPLAY

511 E. 72d St.
Rhinelander 3960
New York City

Specializing in window and store display advertising

The Trials of a President

[CONTINUED FROM PAGE 34]

the whole, the board seems to prefer, at a board meeting, to smoke a cigar, chat and, in a mild kind of stupor, listen to a statement of earnings. It has no real wish to make keen mental analyses of problems and render individual judgments based on logic. One director, if the first called for an opinion, excuses himself because he is not confident of his own judgment and is for delay until the next board meetings. Of course I know why: He wants a chance to consult personally with one of the other directors so that he may be helped to make up his mind. The result is that we postpone action until the next meeting.

At that time some have forgotten the matter, or have not had time to confer and make up their minds, and others are still in their habitual state of indecision. This indecision is not to be taken lightly. It is a great defect in the whole system of management by a board of directors. Not only do you have to deal with the considerable proportion of men in business who are by temperament not inclined to make decisions consciously, but you also have to face the much more understandable factor of lack of knowledge of what is to be decided. Let me again be graphic.

One of my directors, Thomas Jones, is the head of a large lumber company. He deals with builders and contractors, on the one hand, and great wholesale associations on the other. What do you suppose must very naturally be his state of mind when suddenly, on a bright Thursday afternoon, he is asked to decide whether my company, which sells household articles, should undertake a half-million dollar selling campaign along certain prescribed lines. He does not do much advertising in his own business, he has no contact with dealers or consumers and no conception, except a hazy one, of distribution difficulties such as we encounter.

THEN there is William Brown, who is a manufacturer of chemicals. He, too, has not, from his own line of business, the slightest opportunity to grasp what we are talking about. There is only one man on my board who is in any business comparable to ours; and there are two men on the board who have been inactive in business for twenty years. They are interested in golf and society, but little else.

It does not take much insight to see what these men suffer psychologically when I advise them of the necessity of making a decision which, it is easy for them to fear, may be disastrous or unprofitable. Its very size automatically strikes fear into them. The seasonal requirements impel me to argue for an immediate decision. But they do not want to decide and, in

WHERE ROMANCE WAITS YOUR COMING

Pick up any of the sixteen magazines comprising the ALL-FICTION FIELD and you are at the entrance to a new world—a magic world of brave romance.

You may be the most practical of men with a head filled with the gross of this and the net of that but try as you will you can't resist the swing and go of good fiction.

This human love for story-telling gives to the modern advertiser a compelling hold upon vast audiences of alert Americans. It is being used effectively by many of the country's foremost advertisers. They use the All-Fiction Field to reach the most readily responsive group of readers in the nation today.

2,780,000

Members Audit Bureau of Circulations

All-Fiction Field

Magazines of Clean Fiction

NEW YORK CHICAGO BOSTON SAN FRANCISCO



THE gas industry spends more than five hundred million dollars annually for the enlargement of its facilities. This continual expansion is necessitated by the increasing pressure of public demand for gas to serve new industrial and domestic purposes.

The industry, therefore, in preparing for the future, buys the best of equipment in immense quantities. And as the future of the industry is unlimited, so is the purchasing power of the market which the preparation for this future opens to manufacturers whose products are adaptable to use with gas.

In any consideration of outlets for your products you cannot afford to overlook this desirable market, and you can find no better medium for reaching it than Gas Age-Record, for it has 99.47% coverage of the gas industry.

We will be pleased to advise you concerning the possibilities for your product in this market.

Gas Age-Record

A. B. C. A. B. P.

"The Spokesman of the Gas Industry"

9 East 38th Street New York

We also publish Brown's Directory of American Gas Companies and the Gas Engineering and Appliance Catalogue.

point of fact, they cannot decide in the manner that decisions should really be made. They duck and dodge decision. They actually register resentment at being asked to decide. They stall for time. They put on a front of off-hand decision; and they develop prejudices, and take a safe, inactive position.

AT the close of the board meeting at which I have hoped to get my plan approved, I find myself in the position of stalemate. During the next month I work on the thirteen members of the board individually. At the next meeting I hope for a decision, and get a deadlock; not numerical, for that could be avoided naturally by our odd number. But a deadlock is just as real if it is brought about by the violent opposition of a minority of three or four. It throws doubt on the whole issue, and makes the others feel that the matter should be delayed. Again a month goes by, and at the third meeting I am obliged to tell them that the season is on and that we have already missed part of our opportunity—at which the easy path of retreat opens, and my directors say that, after all, perhaps we had better not attempt such a radical departure, and in any event should wait until the next year.

Here you have a picture of what happens on a matter of importance. What about subjects of less importance? If I habitually decide such matters for myself, I develop among the board a restive feeling that I am assuming too much responsibility. If during the month I talk things over with individual members of the board to get corroboration of my judgment, I develop antagonism against what is termed "star chamber" management. If I hold the matter until the next board meeting, business is slowed up by the delay. I am, therefore, in a box, whichever way I take.

Now, I am sure somebody is going to say that the formation of an executive committee of the board is the solution. But I have tried that also. An executive committee has all the defects of committees in general. It vitiates a president's initiative, and becomes a burden and a drag on decisions. Such a committee is in most cases either negligent or over-officious, and in neither event is there correct functioning.

As I do not wish to present anything but a negative picture here, you might reasonably ask me what is my solution. It is not so easy to answer, for a general panacea does not exist. In some concerns, very obviously, it is a smaller and more carefully picked board of directors, of men who understand the business to a fair degree; men who really have a basis for making decisions and therefore do not run from them. In other cases more frequent meetings of the board would solve the problem. My own solution so far has been to push ahead the time of presentation of important projects. I tell my board of directors at the November



"A horse, a horse . . ."

When is a Horse worth a Kingdom?

YOU can buy a good saddle horse today for about three hundred dollars. In Shakespeare's time a horse was worth even less.

Yet there have been moments in history when a monarch thought it shrewd bargaining to barter his throne for a fresh mount.

There are monarchs of merchandising today who would gladly barter part of an empire's wealth for an advertising and selling *idea*. For it is hard to name an advertising success without naming an advertising and selling idea behind that success.

The advertising triumphs of recent years are those which have given the public a new conception of the product, its purchase and its use. At least this is true of long-established merchandise.

Many advertised articles occupy pedestals because of superior qualities. But there are, unquestionably, advertised goods of large sale which seem, on casual inspection, to possess no qualities not also found in articles of smaller sale.

If your goods have obvious and demonstrable features that give them a decided edge on competition, we should be glad to discuss their advertising with you. Such advertising should offer few difficulties.

If, as is usually the situation, the problem is to discover a hitherto unseen advantage, either in the manufacture or in the application of your goods, then we shall be doubly delighted to talk to you.

For such an advertising problem offers opportunity for the creation of a Pegasus worth a Kingdom.

GEORGE BATTEN COMPANY, Inc.

Advertising



Constant Point-of-Purchase Advertising

Not one or two issues a week—but forceful, low cost, every-day-and-night advertising at your dealers, where your prospects can see and buy your product.

The *Flexlume electric day-and-night sign* —with your trade name or mark in raised, snow-white glass—is that kind of advertising, read by an ever-changing audience of pedestrians and motorists.

Bold by day, brilliant by night—Flexlume attracts and guides to your dealers those interested through your national publicity. It also influences the purchases of many who have not read your magazine advertising.

Let us mail you proven plans for getting enthusiastic dealer cooperation in putting this sales stimulating force into operation.

We also build exposed lamp and other types of electric signs for those who prefer or require them.

FLEXLUME CORPORATION

1460 Military Road FLEXLUME CORPORATION Buffalo, N. Y.

The Mark of Quality

"I'm a good deal impressed," *said the architect,* **"by the commanding professional circulation of the Record—28% more, I believe, than its nearest competitor. This means a lot when you realize that there are only a few thousand architects in America and building construction runs to about six billion dollars annually."**

On request—latest A.B.C. Auditor's Report—new enlarged and revised edition of "Selling the Architect" booklet—latest statistics on building activity—and data on the circulation and service of The Architectural Record with sample copy.

(Net Paid 6 months ending December, 1925—11,537)

The ARCHITECTURAL RECORD

119 West Fortieth Street, New York, N. Y.

Member A. B. C. Member A. B. P., Inc.

meeting that at the December meeting I am going to lay before them an important project. I tell them the outline of it in brief; I tell them that I am in favor of it; and I ask that every man be prepared to come to the December meeting to render a real decision. I offer to call on the directors individually at their offices, and go into the details so far as they have been developed. I find this works fairly well, but is, of course, dependent on my ability to shape projects sufficiently in advance to allow for a period of digestion by the board. Of course, this is only occasionally possible.

I am convinced that the board of director system of governing American corporations needs to be modernized, and I present my own experiences in order to help the cause.

More of Frank Trufax's Letters

[CONTINUED FROM PAGE 27]

Bayuk brands over in a bigger way in your store—can't we two salesmen, you and I, work a plan to sell more Bayuk brands to your good customers?

"Tell you what let's do. I'll put this poster on your window. For the next five days, when a smoker comes in, will you offer and sell him a Bayuk brand with your own personal recommendation of its goodness? Will you do that to at least two customers a day for the next five days? You *said* you wanted to sell more Bayuk brands; you *said* you wanted to do 'all' you can to give bigger orders. *Will* you just make up your mind to do just what I request? Forget about doing *all* you can; just do what I said."

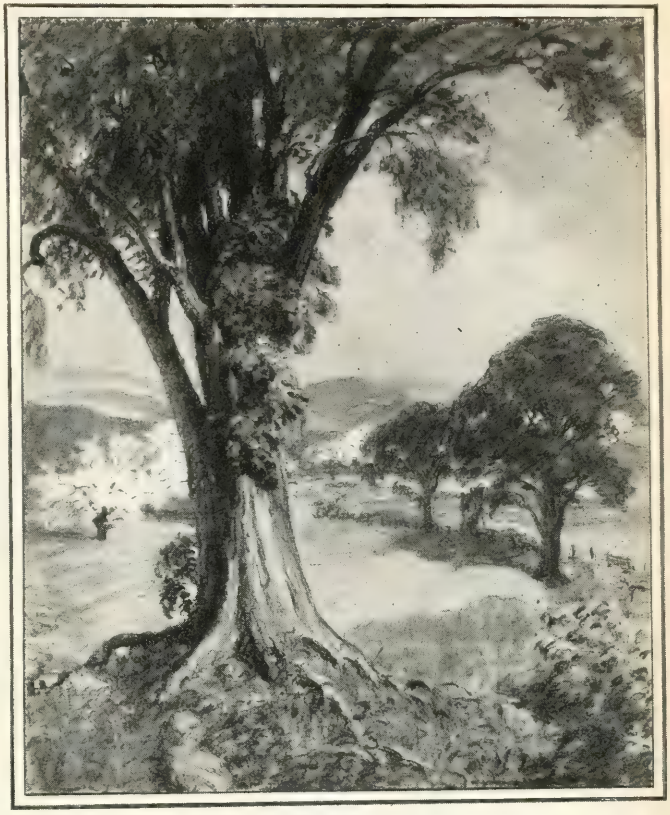
There was a selling talk, I thought. No glittering generalities like "Give my brands a push"; "Get back of them a little harder," but instead a real concrete plan that simply had to pull results unless the dealer was kidding about his friendliness, and I don't think he was.

There's such dealers in *your* territory, my men. Dealers who can benefit themselves and benefit *you* by doing as Sam Goodfellow was taught to do.

Ten smokers in Goodfellow's store will be made acquainted with the superior goodness of Bayuk brands. Suppose five of them stick. That means a minimum increase of 5000 cigars a year for us. Suppose we could line up 1000 dealers to do likewise for us; that would mean a minimum increase of 5,000,000 cigars a year. Discount it by fifty per cent and it would mean a minimum increase of 2,500,000 a year; an increase not to be sneezed at, my boys!

Discount it again by fifty per cent and there's an increase of 1,250,000 cigars obtained by a selling talk that reflects more credit to you than the hackneyed, meaningless harangue to

As long as the sap keeps rising



A BOTANIST was asked the question, "When does a tree stop growing?" His answer was, "When the sap no longer rises to the top."

A SUCCESSFUL newspaper must be rooted deep in the confidence of its readers. It gains its strength from the public. To continue to grow and widen its sphere of usefulness, it must draw from this public the sap of editorial vigor, and that sap must rise to the very top of the editorial structure. News editors, managing editor, editor-in-chief, and publisher, all must be in intimate, living contact with the public served, or the newspaper will not grow and will begin to atrophy.

IN RECOGNITION of this principle of nature and of newspaperdom, Scripps-Howard newspapers are edited not from distant offices, but from the very life of the communities in which they are published. Further, these newspapers are edited by young men—men who are drawn from



SCRIPPS-HOWARD

the Scripps-Howard forces.

THAT is one of the chief reasons why these newspapers have been growing steadily since their founding in 1879. Not only are they deeply rooted in the confidence of the public, but they are also continually revitalized by the vigor of young men.

CONSEQUENTLY, the Scripps-Howard newspapers command the respect and confidence of more than a million and a half families, which constitute their readers.

SCRIPPS-HOWARD NEWSPAPERS

MEMBERS AUDIT BUREAU OF CIRCULATIONS

Cleveland (Ohio) .....PRESS	Denver (Colo.) .....EXPRESS	Youngstown (Ohio) ...TELEGRAM	Terre Haute (Ind.) .....POST
Baltimore (Md.) .....POST	Toledo (Ohio) .....NEWS-BEE	Ft. Worth (Texas) .....PRESS	Covington (Ky.)
Pittsburgh (Pa.) .....PRESS	Columbus (Ohio) .....CITIZEN	Oklahoma City (Okla.) ....NEWS	KENTUCKY POST*
San Francisco (Calif) .....NEWS	Akron (Ohio) .....TIMES-PRESS	Evansville (Ind.).....PRESS	Albuquerque (N. Mex.)
Washington (D. C.) .....NEWS	Birmingham (Ala.) .....POST	Knoxville (Tenn.) .....NEWS	STATE-TRIBUNE
Cincinnati (Ohio) .....POST	Memphis (Tenn.) .....PRESS	El Paso (Texas) .....POST	
Indianapolis (Ind.) .....TIMES	Houston (Texas) .....PRESS	San Diego (Calif.) .....SUN	

MEMBERS OF THE UNITED PRESS

Kentucky edition of the Cincinnati Post.

ALLIED NEWSPAPERS, INC., *National Representatives*, 250 Park Avenue, New York, N. Y., Chicago, Seattle, Cleveland, San Francisco, Detroit, Los Angeles



The INDUSTRIAL GROUP
Moves to New Offices

The INDUSTRIAL GROUP announce the removal of their general offices from 120 West 32nd Street to 381 Fourth Avenue.

This gives us greatly enlarged facilities to accommodate our unusual growth in personnel and in business volume.

We cordially extend an invitation to our many friends to make The INDUSTRIAL GROUP offices their headquarters when in this city.



The INDUSTRIAL GROUP
INDUSTRIAL MANAGEMENT — INDUSTRY ILLUSTRATED
381-Fourth Avenue, New York

REPEAT ORDERS!

The consistently good results that the Market Place has given advertisers is evidenced by the firms who return when an exceptional business man is again needed.

Use this Service when you next need a reliable and conscientious man.

Look at Page 80 in this issue.

"Give my brands a shove, will you?"

I say the plan *will increase business.* What do *you* say?

Yours, forthedailytwo
FRANK TRUFAX.

The "Question Box"

To My Salesmen:

Well, boys, you certainly made good use of the "Question Box" during the past few weeks.

It's crammed full of whys and whats. I can't answer all of them in this sales letter; in fact, I'll be going some if I make a brief come-back to half of them.

Let's go!

1. What is distribution? Distribution is the opportunity you give your product to sell.

2. Why does a salesman usually ask a dealer: "Well, how's my brand selling?" This is a trick question. A good salesman doesn't ask that question.

3. What is advertising? Generally speaking, advertising represents the money your manufacturer wagers that his product will sell if *you* give it the opportunity to sell.

4. What does a dealer mean when he says: "Your brand sells *big* as it is—I don't have to display it"? It means if your brand didn't sell *big* that he'd tell you he can't display slow-moving brands.

5. What is a window poster? A window poster is a good salesman's selling assistant; it's a silent salesman that helps move out of the store the product you put in the store.

6. What is a good day's work? A good day's work is an honest day's effort.

7. What is a "Gimme" buyer? A "Gimme" buyer is the ten-minute egg who wants easy graft on your product because you didn't sell him the right goodness of your product.

8. What is meant when a dealer says: "I'll buy when you start to advertise"? Eleven times out of ten, it means he'll have another alibi if you do advertise.

9. What is the explanation of the phrase: "I didn't land him"? Fishing for an order equipped with a short pole of preparation; a knotted line of sales talk and not enough "show-me" bait.

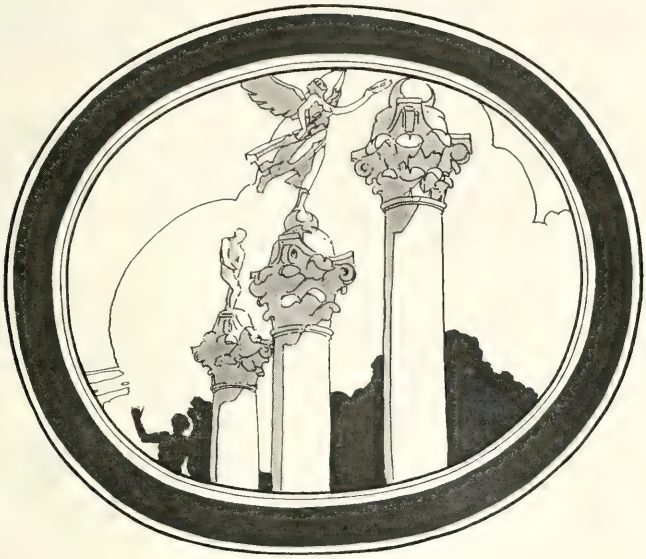
10. What is a "Milk Route"? Saving postage for the sure-thing buyers and passing up the tough birds.

11. What is the definition of a "star salesman"? A regular ordinary human being in love with his job, who works for orders instead of wishing for them.

12. What is a "hard competitor"? A fellow-salesman with whom you have an even break unless he beats you to it.

13. I couldn't get up a poster on Will B. Uptodate's store. What was wrong? Evidently, you had no poster.

14. Do you believe in a "gratis deal"? Yes sir—every sale should be



SELLING IN THE FORUM

THE pages of Advertising & Selling constitute a Forum in which it has dared to open for discussion some of the "sacred" issues of advertising.

It has, in its fight for a more serious and open consideration of the science of advertising, welcomed into its columns the opinions of the deans of the profession as well as those of the gifted young rebels.

To this Forum come those most intelligently interested in the matters at issue. Sales and advertising managers, company officers, buyers of space and prospective clients of agencies and advertising service.

They are all human beings, of course, and at other times may be thinking of wives, children, baseball, fishing or politics. But in this Forum they are thinking of advertising and its application to their own business problems.

The opportune moment, the excellent place, for publication or agency to remind these men of its existence and usefulness seems to be right here in this Forum, at a time when their minds are ripe for such information.

They may *see* your advertisements elsewhere. They will notice—think over—and probably *act upon* your advertisements in Advertising & Selling.

A Market of 600,000 Women

Every month the Womans Press is read by 600,000 alert, independent young women who know good merchandise and have the ability to buy it. It is also the publication with which the executives who are responsible for the expenditure of the $23,500,000 Y. W. C. A. budget are most intimately concerned.

When you advertise in the Womans Press you are taking the direct road to the attention of these people.

Write for rates and sample copy.

WOMANS PRESS

600 Lexington Ave.
New York, N. Y.



made with 100 per cent supreme service and solid satisfaction *free.*

15. What should you say to a dealer who is always hollering for "lower prices"? In a diplomatic manner, tell him to stop kidding himself; he doesn't really want "lower prices"—he wants higher profits.

16. Is a dealer really in earnest when he says he will "buy some other time"? No—he is gambling you won't come around "some other time." Today is already yesterday to the salesman who is going to get that order tomorrow.

17. Is it my fault when a dealer says: "I can't pay my old bill this trip"? Yes. When you took his initial order, you didn't sell him your *terms* along with your goods.

18. What is usually the chief reason a dealer refuses to buy? Maybe you talked to him in *buying* lingo instead of *selling* language. He fires more "No" excuses for not buying your product than you can flash "Yes" reasons why he should sell your product.

19. What are the six most essential qualifications of a successful salesman? Knowledge, enthusiasm, confidence, work, work and work.

The old question mark on our typewriter is starting to wiggle with weariness. Let's stop.

Don't hesitate to shoot in some more queries. We can all learn from each other.

Yours, readytohelp,
FRANK TRUFAX.

"Wet Rubber Slips"

[CONTINUED FROM PAGE 24]

safety. This scare copy—negative appeal advertising—is to a large extent institutional. Just as safety is the cause for the existence of the non-skid chain, so is safety the cause and justification for the type of Weed advertising. "Wet rubber slips," declares the American Chain Company, and scientific tests amplify this bald declaration with the statement that wet rubber is the most slippery material in the world, even as dry rubber is the least slippery. Logically, then, the more people to use tire chains in wet weather, the fewer skidding accidents there will be—which is, perhaps, the reason that an American Chain advertisement which featured skidding and did not once mention the name Weed proved more satisfactory to the company than any of the positive appeal insertions that featured Weed altogether. (Incidentally, statistics prove that there is a larger percentage of skidding accidents in summer than in winter. Here is another general misconception which Weed is endeavoring to destroy: the slipperiness of wet rubber tires rather than snow and ice present the greatest danger.)

So the American Chain Company has returned to the negative appeal. The advertising has been tested in every way that has proved practical to test



KEEP YOUR COPIES!

At the conclusion of each volume an index will be published and mailed to you.



HOTEL ST. JAMES

109-113 West 45th St., New York City
Midway between Fifth Avenue and Broadway
An hotel of quiet dignity, having the atmosphere and appointments of a well-conditioned home. Much favored by women traveling without escort. 3 minutes' walk to 40 theatres and all best shops.
Rates and booklet on application.
W. JOHNSON QUINN

PROVE IT! SHOW THE LETTER

If your salesman could show skeptical prospects the testimonial letters and orders received from satisfied customers, it would remove doubt and get the order. Don't leave testimonial letters lying idle in your files—give them to your men and increase your sales thru their use.
Write for samples and prices
AJAX PHOTO PRINT CO., 31 W. Adams Street, Chicago

Jewish Daily Forward, New York

Jewish Daily Forward is the world's largest Jewish daily. A.B.C. circulation equal to combined total circulation of all Jewish newspapers published. A leader in every Jewish community throughout the United States. A Home paper of distinction. A result producer of undisputed merit. Carries the largest volume of local and national advertising. Renders effective merchandising service. Rates on request.

Do Mill Men Read Textile Papers?

1,047 managers of textile mills replied to a question submitted by Ernst & Ernst as follows:

QUESTION—

Do you keep in touch with improvements and recent developments in machinery and mill equipment through the textile pages?

ANSWER—

	North	South	West	Total	Per Cent
Yes	652	268	42	962	91.9
No	70	12	3	85	8.1
	722	280	45	1047	

Analyzed as to size, the 962 Yes answers are from executives controlling over 99% of the machinery represented in the total number of replies.

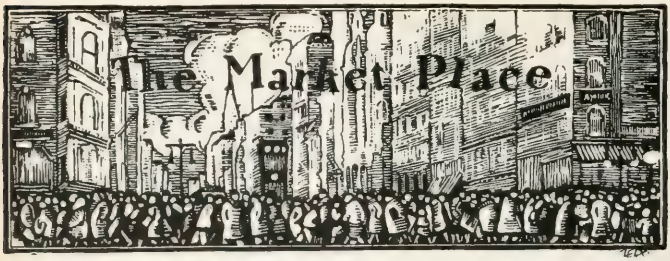
Textile World

Largest net paid circulation and at the highest subscription price in the textile field

334 FOURTH AVE., NEW YORK

Member Audit Bureau of Circulations

Member Associated Business Papers, Inc.



Rate for advertisements inserted in this department is 36 cents a line—6 pt. type. Minimum charge $1.80. Forms close Saturday noon before date of issue.

Multigraphing

Quality and Quantity Multigraphing, Addressing, Filling In, Folding, Etc.
DEHAAN CIRCULAR LETTER CO., INC.
120 W. 42nd St., New York City
Telephone Wis. 5483

Help Wanted—Salesmen

If you can SELL—here's your *big* chance!

The Middishade Company, Inc., world's largest "sergical specialists, operating on blue serge suits only" need a capable representative for open territory. We want to turn this territory over to a man who thinks enough of it to live in it. It matters not what he sold before—battleships or beans—just so he can SELL. If he can, the opportunity is important enough to tempt a man who can earn real money. Give age, territory covered, and anything else that will allow us to size you up. All information will be held in strict confidence.

**THE MIDDISHADE COMPANY, INC.
MIDDISHADE BLOCK—DICKINSON, SOUTH 30th, REED & SOUTH 31st STS., PHILADELPHIA, PA.**

Position Wanted

Young Advertising Assistant seeks better connection. Even tempered and thorough. Available January 1st. Address Box No. 431, Advertising and Selling, 9 East 38th St., New York City.

Position Wanted

A TRADE PAPER SALES EXECUTIVE AVAILABLE

A managing sales executive of an established and highly successful group of Trade Papers is available January 1st.
This man has been a successful advertising manager, sales manager and advertising agent—for the last four years he has built up an enviable reputation as a salesman of Business Paper Space. Broad gauged, enthusiastic, experienced, he is looking for a big job, bigger than he has now. Address Box No. 428, Advertising and Selling, 9 East 38th St., New York City.

Press Clippings

ASSOCIATED CLIPPING BUREAUS

offers reliable National or regional newspape reading service—General offices, One Terrace Buffalo, N. Y.

Representatives

SOME MAGAZINE PUBLISHER NEEDS OUR SERVICE

Systematic and intensive work combined with a large acquaintance among advertisers and agencies is required to secure business for the best magazines. We are prepared to do such work for a good growing publication. Address Box No. 419, Advertising and Selling, 9 East 38th St., New York City.

Business Opportunities

New Bulletin of Publishing Properties for Sale just out. Send for your copy. Harris-Dibble Company, 345 Madison Avenue, New York City.

Miscellaneous

BOUND VOLUMES

A bound volume of Advertising and Selling makes a handsome and valuable addition to your library. They are bound in black cloth and die-stamped in gold lettering. Each volume is complete with index, cross-filed under title of article and name of author making it valuable for reference purposes. The cost (which includes postage) is $5.00 per volume. Send your check to Advertising and Selling, 9 East 38th St., New York City.

BINDERS

Use a binder to preserve your file of Advertising and Selling copies for reference. Stiff cloth covered covers, and die-stamped in gold lettering, each holding approximately 9 issues, $1.85 including postage. Send your Check to Advertising and Selling, 9 East 38th St., New York City.

copy of this nature, and the results have satisfied the officials that they are pursuing the right course. The more the advertising pictures the consequences of skidding, the better the result—within certain limitations, of course, for there can be no denying that the negative appeal can be grossly abused. Weed is selling safety and the whole non-skid chain industry incidentally. At least one competitor has recently come out with an advertisement along the same general lines, and Weed rises to welcome it. The more advertising of this sort put out, the more chains will be used in wet weather or when roads are covered with snow and ice, instead of being left under seats and in garages where they cannot perform their vital mission.

Yes, the simple proof is that scare copy is the only kind of copy that jars some of us out of our complacent self-sufficiency, our fixed habits of carelessness, our blind delusions that we will get through somehow, our disposition to take gamblers' risks. Wet rubber slips and will continue to slip, psychological theories notwithstanding.

Why Don't the Cotton Growers Advertise?

[CONTINUED FROM PAGE 25]

bons"; gorgeous and glorious ribbons that had brought back a new charm to feminine apparel. So the Paris *Herald* exploited the news, and the cables carried the propaganda of ribbons to every American publication, and ribbons became the leading feature of the new season. Ribbon counters, which had shrunk into tiny corners in stores, bloomed out into great open spaces and main aisle displays, and ribbon looms ran at full time in American mills—all because "creative brains," backed by clever publicity and advertising, had been requisitioned to save a dormant industry.

One cannot sit at a typewriter and say whether the way to sell twenty million bales of cotton during the coming year is to create a style furore, or a design development, that will bring about a new fashion stampede for cottons, or whether some other public desire shall be developed. It might be found that the big way to success was through a chemist's laboratory, and the invention of some commodity, made of raw cotton, that would be of general public demand, used in every home, or on every automobile, as soon as advertising told the big news.

But, in view of the common knowledge of the power of advertising to create public desire for things, and to change and multiply public habits of buying and using them, it seems rather weak and futile on the part of business men, farm publications, cotton growers and legislators to give consideration to destruction by arson, or the stagnation of hoarding a surplus, when the one great open road to profitable and

DISPLAY advertising forms of Advertising and Selling close 12 days preceding the date of issue.

Classified advertising forms are held open until the Saturday before the publication date.

Thus, space reservations and copy for display advertisements to appear in the Dec. 15th issue must reach us not later than Dec. 4th. Classified advertisements will be accepted up to Saturday, Dec. 11th.

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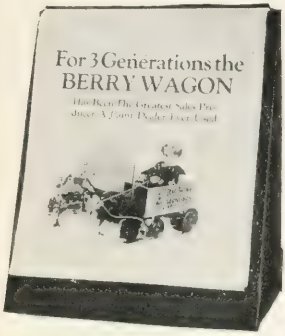
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"—has proved to be just what the men wanted—"

Berry Brothers



The Pyramid Sales Portfolio is "opening more new accounts and selling more to the old customers," writes Berry Brothers. Better still, read for yourself the letter written by Mr. C. L. Forgey, Advertising Manager:

"The Pyramid Sales Portfolio you built for us was demonstrated at our recent sales convention and has proved to be just what the men wanted. Now that the men are back on their territories, we are hearing from them as to the results, and they surely are opening new accounts and more, they are selling more of our line to their old customers.

"This, of course, is brought about thru the fact that they have a complete story visualized which strengthens the old house in the minds of those who already thought well of it.

"To work without a demonstration such as this portfolio is like playing ball without a ball.

"In these days of intense selling such a thing is absolutely necessary.

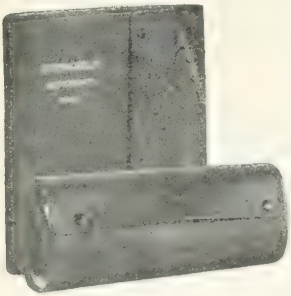
"We want to thank you again for your very good co-operation in planning and bringing this sales presentation to a reality."

"Ask the man who uses one."

Complete information will be gladly furnished upon request.

Pyramid Sales Portfolio

U. S. Patent No. 1577697



Book-art superfinish, looseleaf sales portfolios for Sales Presentation.

Michigan Book Binding Company

Schmidt Power Bldg., Detroit, Michigan

prompt distribution of the entire cotton crop is through advertising.

It would seem strange that business men and legislators would be ignorant of advertising possibilities. Perhaps many of them do not realize that the advertising guild draws to it, by a law of natural affinity, men and women who possess brains of creative imagination, to whom problems of this nature are the natural day's work.

Advertising today is not a mere matter of writing lurid copy to be combined with spectacular pictures and published in double pages all over the continent—as some people seem to think it is. The advertising expert who should be chosen for this vital assignment would call to him a group of experts covering all angles of the field, from producers', distributors' and consumers' points of view. He would start with a thorough survey of all conditions.

Whether cotton would be suggested for fence posts, wall boards, writing paper of a new kind, furniture, rugs, automobile seats, wheels, road beds, car bumpers, a new fashion in draperies or a style would depend upon the results of the survey and study by a wide board of experts.

And the cost? Only such as every successful national advertiser appropriates as a normal cost of doing business.

Your Health, Sir

[CONTINUED FROM PAGE 30]

tory copy under each drawing. With the name of the product there was always included the brownie and fairy that had long figured in Bristol-Myers advertising, and now gave the proper continuity for those with long but not agile memories who might otherwise be puzzled by the new dress of an old friend. The copy under each toast was written by a former publisher of Mexico City, driven out by the Carranza régime to become the leading writer of Spanish cinema captions for the American studios. He worked in immediate conjunction with Messaguer, and the product of typewriter and pencil was consequently happily synchronized.

And the Moral? Well, if there must be one it can be had. The exporter who heeds the well-worn aphorism that one must cater to the native spirit of one's far-off customers will reap a rich reward even before he gets to heaven.

Baltimore Better Business Bureau Holds Elections

At its annual elections, the Baltimore Better Business Bureau elected the following for office during the coming year: Frederick P. Stieff, president; E. Lester Muller, vice-president, and Norman Parrott, secretary-treasurer. Robert W. Test and W. T. Bohannan are managing director and assistant managing director of the bureau, respectively.

TESTIMONIALS

Speaking of testimonials, here's one we appreciate: *"I don't see how you do it. Our photostats are back almost before we realize the letters have been turned over to you.* **Real service."**

Let us prove that for you. You want photostats when you want 'em. We get them to you.

Commerce Photo-Print Corporation
80 Maiden Lane New York City

LUMBERMEN

offer power plant equipment and mill accessory firms; building material and truck manufacturers a big sales field. For surveys ask

American Lumberman
Est. 1873 CHICAGO, ILL.

The Baker's Helper Chicago
A.B.P. and A.B.C. Published Twice-a-month

Bakers' Helper has been of practical service to bakery owners for nearly 40 years. Over 75% of its readers renew their subscriptions by mail.

New York Office 431 S. DEARBORN ST.,
17 E. 42nd St. CHICAGO, ILL.

Folded Edge Duckine and Fibre Signs
Cloth and Paraffine Signs
Lithographed Outdoor and Indoor Displays

THE JOHN IGELSTROEM COMPANY
Massillon, Ohio Good Salesmen Wanted



SELLING AID

Send 10c for proofs 500 cuts and plans for making your ads pay better.

SELLING AID
616 N. Michigan Ave., Chicago

AJD
The Only "Denne" in Canadian Advertising

Canada may be "just over the border," but when advertising there you need a Canadian Agency thoroughly conversant with local conditions. Let us tell you why.

A. J. DENNE & Company Ltd.
Reford Bldg. TORONTO.

Bakers Weekly A.B.C.-A.B.P. New York City
NEW YORK OFFICE—45 West 45th St.
CHICAGO OFFICE—343 S. Dearborn St.

Maintaining a complete research laboratory and experimental bakery for determining the adaptability of products to the baking industry. Also a Research Merchandising Department, furnishing statistics and sales analysis data.

Don't miss an issue of Advertising & Selling Send in your old and new address one week before the change is to take effect.



MOVING!

A Real Christmas Gift for Customers



Every Executive Needs One

Personal Record Book for Sales Executives

"You seem to have incorporated about everything that the ordinary business man would want to know in this book." J. L. Lawrence, Tampa Hardware Co., Tampa, Florida.

"We have received quite a number of compliments about it from the executives to whom we presented it last Christmas." Laurence Riker, Olstead, Perrin & Leffingwell, Inc.

"We take this opportunity of complimenting you on this Record Book. It certainly is a dandy." W. R. Patterson, Pabst Corp.

"I have found the information in your Personal Record Book to be of great value, especially the list of railroad fares, pullman rates, and the index to county buying power. The latter has been very helpful in planning our sales work and in the routing of our representatives." R. S. Ware, Fifth Avenue Corset Co.

"We received very many favorable comments on this book, as a gift, from many of our customers." R. P. Winberg, Mueller Brass Co.

"This was the first time I had seen copy of your Personal Record Book and I was amazed at the volume of valuable data you had compiled and the concise form in which it appeared. Please accept my congratulations on the very splendid accomplishment." S. M. Chambers, St. Louis Post-Dispatch.

THIS beautiful, sheepskin bound, gold edge and stamped book brings together a wide variety of information and tabulated data that is useful to any busy executive all through the year. It provides also a group of well organized pages that enable the executive to keep a perfect record of his daily engagements, income tax deductions, business accomplishments, insurance and other personal records. Most useful book ever developed for sales executives.

Partial List of Contents

Hour by Hour Record of Engagements
Mileage between important Cities—also telegraph rates, telephone rates, fares, etc.
Itemized Record of Income
Record of Deductions from Income Tax
Months When Business is Best in Principal Cities
Record of Monthly Expense as Compared with Budget
Peak Seasons in Different Lines of Business
Record of Life Insurance Policies and Payments
Best Hotels, with number of rooms in 300 cities
Two Year Comparative Sales Totals by Items
State Laws Relating to Collections and Chattel Mortgages
Federal Income Tax Chart and Digest of Tax Laws
Price Range of Leading Stocks With Earning Records
Digest of State Trade-Mark Laws; Copyright Laws; Legal Protection of Ideas; Foreign Trade-Mark Laws, etc.
State Count of Dealers and Jobbers in Principal Fields
Comparative Costs of Doing Business in Various Lines
Population and Index Buying Power of All Counties in U. S.
Table of Selling Prices Based on Costs to Get Net Profit

In Special Christmas Shipping Cartons, $5.
One Dozen or More, $4.50 each; 100 or More, $4.
Name Stamped in gold on black sheepskin cover 35c extra

THE DARTNELL CORPORATION

Publishers of Sales Management Magazine and Monthly Service for Sales Executives

4664 Ravenswood Ave.

New York CHICAGO Toronto



Dartnell Building which houses the main editorial and sales offices and printing plant.

Other Dartnell Activities

The Dartnell Corporation will serve more than 50,000 sales executives during 1926 through such productions as reports on sales management subjects, surveys, manuals for salesmen, the Dartnell Service for sales executives, Sales Management Magazine, investigations of special sales subjects, monthly campaigns and contests for increasing sales, salesmen's data books, special summer sales campaigns, and other Dartnell productions. Ask for catalog.

How Advertising Men Keep Posted

NO longer is it necessary to consult many sources for the news of advertising.

READ
THE NEWS DIGEST

Changes in Personnel
New Advertising Accounts
Publication Appointments
Changes in Advertising Accounts
Changes in Address
Are all reported in The News Digest

The News Digest bound as a separate section at the back of this issue will keep you up to date on all changes.

If you are not receiving Advertising and Selling regularly the attached coupon makes it an easy matter for you to get each issue.

One Year's Subscription (Including the News Digest) $3.00

ADVERTISING AND SELLING
9 East 38th St., New York
Please enter my subscription for one year at $3.00.

☐ Check Enclosed ☐ Send Bill

Name .....
Position .....
Company .....
Address .....
City .....
State .....

Canada $3.50 Foreign $4.00

A-S-12-1

Consider Both Sides in "Publication Discussion"

By Harry E. Taylor

of The Economist Group

MR. LEMPERLY is trying to solve a problem which confronts thousands of other men who want to give courteous consideration to those who call and who would like to maintain contacts that might possibly be valuable, but whose time is largely taken up by solicitors' "calls," leaving little of it left for the real work that their job calls for. Undoubtedly he has weighed the assets and the liabilities involved in his policy, and probably he has made the announcement with reluctance and even misgiving. I don't think he has found the answer and I doubt if he himself feels sure that he has.

Publishers and their representatives should see in Mr. Lemperly's announcement a grave reflection upon themselves—and these reflections should not be charged to Mr. Lemperly but rather to themselves. The business man cannot afford to waste his time even to maintain a reputation for courtesy. On the other hand, the business man does not consider his time wasted with the man who gives him a *quid pro quo*. The advertising manager does not, as a rule, look upon it as a waste of time if the publisher's representative can contribute to his worth-while information, or help in his analysis of his trade or his industry, or help in the solution of his advertising and merchandising plans, or suggest trains of thought that have practical bearing.

I know of many representatives in the trade and industrial fields, who are constantly contributing much to the development of advertising successes in their respective industries, who are welcomed by manufacturers and advertising agents alike; and who probably do their best work with the manufacturer whose language they know and who in turn understands the business paper better than his advertising agent does.

I may be mistaken, but I am inclined to believe that certain representatives will still continue to see Mr. Lemperly as they always have because he has doubtless found among his "callers" at least a few such men as I have above referred to. If that is correct, I wish the announcement had been made on some such basis because *such* an announcement would have been of profit to The Sherwin-Williams Company, of help to Henri, Hurst & McDonald, of encouragement to constructive publishers, and of benefit to the entire advertising world.

For any man to shut himself off from direct contacts with those men whose entire lives are spent in his industry or its relationships, men who have more chances than he has to see the developments that are taking place, men whose editorial divisions behind them are real motivating forces in their industries, to do that is a mistake and it is an injustice to the publisher because we do after all have certain mutual obligations that go along with our industrial relationships.

THE business publisher particularly is in that position where the manufacturer and producer better understands him, his functions, and his place in the advertising world as well as the merchandising world than does the advertising agent, with very few exceptions. This I say with no reflections on any agent. The advertising agent is organized to do certain specific things; he is constantly organizing to do more and more of the things needful for sales promotion; but the very nature of his work and his organization precludes the possibility of that specialized thought or industrial background or merchandising concept in a given line that is natural to the manufacturer and to the business paper publisher in that field. A triangular relationship between an advertiser and his agent and worth-while business publishers of his field would be far more productive than if one of these links were cut.

However fine may be the relationship between the business publisher and the advertising agent and however thoroughly each may undertake to understand and to interpret the other and to work together, there is still a lost opportunity for the manufacturer if the business paper representative may not have contact with him—provided of course that the publisher is giving something and not merely holding out his hand to *get* something.

In the textile field, with which I am particularly concerned, I recall few cases where the advertising agent has not welcomed our contact with the manufacturer. In some cases the agent has himself established for us that contact with the manufacturer who had taken somewhat the same position taken by Mr. Lemperly.

I do not believe that any who may thoughtlessly follow The Sherwin-Williams Company's announced policy will continue to do so long; and I write this letter as a "Stop, Look and Listen" sign to those who may be thinking of putting up "Verboten." There are two sides to every wall.



COMPLETE SERVICE

In answer to the increasing number of inquiries concerning the scope of our work—and in the hope that many similar unasked questions will be answered at the same time—we list herewith our complete service:

Engravings in Black and White, and Color.
Drawings and Retouching.
Ben Day Plates.
Matrices, Wet and Dry.
Electrotypes, Stereotypes, etc.
Typography.
Printing.

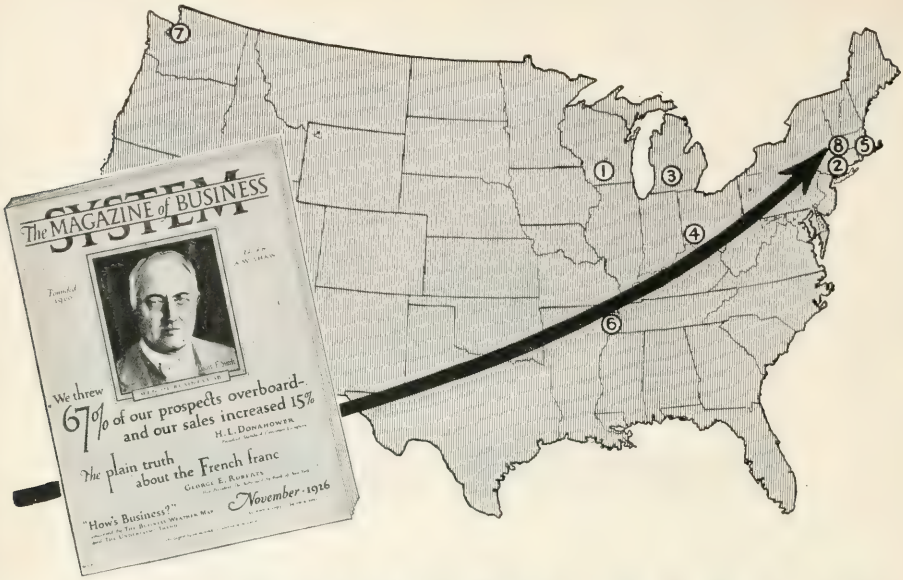
All of this service, with exception of the art work, is available twenty-four hours a day. Gotham is the only photo-engraving establishment in New York which has complete facilities at your disposal any hour of the day or night.

May we respectfully enter a claim to your consideration?

The GOTHAM PHOTO-ENGRAVING CO., Inc.

229 West 28th St. New York City

Telephone: Longacre 3595



In SPRINGFIELD

—we find the buying center for the industries of western Massachusetts. Within a 15-mile radius are half a dozen manufacturing communities whose products have world-wide distribution. Business executives in the Springfield market direct the operations of 800 factories, producing material-handling and storage equipment, automobiles, motor-cycles, magnetos, motors, firearms, furnaces, wire, tools, and other products valued at over $325,000,000 annually.

And 81.8% of the entire Springfield circulation of SYSTEM The MAGAZINE of BUSINESS is among the executives who dictate policies and approve purchases.

PROPRIETARY	
Owners	63
Partners	24
CORPORATE OFFICIALS	
Presidents	67
Vice-Presidents	24
Treasurers	29
Secretaries of Corporations	1
Bank Cashiers	1
OPERATIVE EXECUTIVES	
General Managers and Assistant General Managers	48
Office Managers	16
Sales and Advertising Managers	14
Superintendents and General Foremen	14
Professional Men	14
Comptrollers, Auditors and Accountancy Executives	11
Purchasing Agents	8
Financial Executives	2
Credit Managers	1
Traffic Managers	1
Secretaries—Chamber of Commerce	1
Sub-total (81.8%)	339
OPERATING AND MISCELLANEOUS	
Salesmen	28
Office Employees	10
Miscellaneous	37
Total (100%)	414

Because its circulation is concentrated on the buying points of business, SYSTEM The MAGAZINE of BUSINESS offers advertisers an ideal key to any business market.

CHICAGO **The MAGAZINE of BUSINESS** NEW YORK

This is the eighth of a series of analyses of circulation in typical cities. If you missed the first seven analyses, write for copies today!

The NEWS DIGEST

A complete digest of the news of advertising and selling is here compiled for quick and convenient reference ☞ The Editor will be glad to receive items of news for inclusion in this department ☞ Address ADVERTISING AND SELLING, Number Nine East Thirty-eighth Street, New York City

CHANGES IN PERSONNEL

Name	*Former Company and Position*	*Now Associated With*	*Position*
Fred C. Selby	Timmons Radio Products Corp., Philadelphia, *Adv. Mgr.*	Tracy-Parry Co., Phila.	*Acc't Executive*
Paul Cornell	Hommann, Tarcher & Cornell, Inc., New York, *Vice-Pres.*	Resigned	
Frank P. Loomis	Albert Frank & Co., Chicago, *In Charge of Adv. Dept.*	The Grizzard System of America	*In Charge of Adv.*
R. W. Porter	Splitdorf Electrical Co., Newark, N. J., *Radio Sales Mgr.*	Same Company	*Gen. Sales Mgr.*
W. S. Epply	Hammermill Paper Co., Erie, Pa., *Sales Mgr.*	Resigned	
C. B. Chabot	Hammermill Paper Co., Erie, Pa., *Adv. Mgr.*	Same Company	*Adv. Mgr. & Dir of Distribution*
A. L. McNamara	Robinson-Eschner Agency, Erie, Pa.	Topics Pub. Co. New York	*Adv. Mgr.*
V. J. Rogers	Topics Pub. Co., New York, *Adv. Mgr.*	Same Company	*Sales Mgr.*
C. V. Welch	Moser & Cotins, Utica, N. Y. *Contract & Order Dept.*	Same Company	*Space Buyer*
Philip O. Deitsch	Better Business Bureau, *Mgr., Trade Relations Dept.*	Johnson Motor Co. So. Bend, Ind.	*Vice-Pres. & Dir. of Sales*
R. F. Shults	General Outdoor Adv. Co. *Mgr., Rochester, N. Y. Branch*	Joseph Richards Co. Inc.	*In Charge of Outdoor Adv.*
A. J. Gerlach	Kearney & Trecker, Milwaukee, *Adv. Mgr.*	Sterling Motor Truck Co., Milwaukee	*Adv. & Sales Pro. Mgr.*
Edward S. Morse	Pacific Mills, New York *Adv. & Sales Pro. Staff*	Same Company	*Ass't in Charge of Adv.*
E. Kent Mitchel	H. E. Lesan Adv. Co., New York *Acc't Executive*	Pacific Mills, New York	*Ass't in Charge of Field Service*
Gordon Alexander	Tom H. Bartel Co., Detroit, *Pro. Mgr.*	Grenell Adv. Agcy. Detroit	*Member of Staff*
Douglas A. Patterson	Lee Tire & Rubber Co., *Adv. Mgr.*	Health Products Corp., Newark, N. J.	*Adv. Mgr.*
Charles S. Robbins	Wadsworth, Howland & Co., Inc., Boston, Mass. *Ass't Treas. & Pur. Agent*	Same Company	*Sec'y & Ass't Gen. Mgr.*
A. P. Hittl	Wadsworth, Howland & Co., Inc., Boston, Mass. *Ass't Sales Mgr.*	Same Company	*Sales Mgr.*
William E. Brooks	Wadsworth, Howland & Co., Inc., Boston, Mass. *Traveling Sales Mgr.*	Same Company	*Industrial Sales Mgr.*
Seymour Soule	Wadsworth, Howland & Co., Inc., Boston, Mass. *Adv. Mgr.*	Same Company	*Sales Development Mgr.*
T. J. Macfarlane	Mitchell Specialty Co., Philadelphia	Wholesale Direct Tailors, Buffalo	*Ass't Adv. Mgr.*
E. L. Hill	"Globe-Democrat," St. Louis	General Outdoor Adv. Co., Chicago	*Sales Staff*
Norman C. Marshall	"Journal," Shreveport, La., *Adv. Mgr.*	"News," Camden, Ark.	*In Charge of Adv. Dept*
D. E. Caesar	H. E. Lesan Adv. Agcy., Chicago	Ruthrauff & Ryan, Inc. Chicago	*Member of Staff*
Charles Daniel	New York Review Publishing Co., New York *Business Mgr.*	Seligsberg Co., New York	*Mgr. Times Square Office*
L. L. Roddy	The Dayton Pump & Mfg. Co., Dayton, Ohio *Adv. Mgr.*	The Robbins & Pearson Co., Columbus	*Member of Staff*
G. S. Crane	Collins-Kirk, Inc., Chicago, *Space Buyer*	Campbell-Ewald Co., Detroit	*Space Buyer*
E. M. Lucas	"Herald," Grand Rapids, Mich.	"Michigan Tradesman," Grand Rapids	*Adv. Staff*
John Leisk Tait	"Discoverer," Columbus, Miss., *Mgr. Editor*	D'Arcy Adv. Co., St. Louis	*Copy*
George H. Sheldon	The Corman Co., New York	Same Company	*Vice-Pres.*
Edwin H. Cheney	Wagner Electric Corp., St. Louis *Chicago District Mgr.*	Same Company	*Sales Mgr.*
M. Grace Elder	Henri, Hurst & McDonald, Chicago, *Copy*	R. E. Sandmeyer & Co. Chicago	*Member of Staff*
Ralph A. Sayres	Grant & Wadsworth, Inc., New York	Same Company	*Vice-Pres.*
Roy Rogers	"Chronicle," San Francisco, *Adv. Dir.*	"News," Medford, Ore.	*Adv. Mgr.*
Leon E. Haynes	DeForest-Porter Advertising Service, Inc. Buffalo, N. Y.	Buffalo Forge Co. Buffalo, N. Y.	*Ass't Adv. Mgr.*
George C. Van de Carr	The Arthur Crosby Service, New York	A. De Pinna Co., New York	*Adv. Mgr.*
H. G. Willnus	The Intertype Corp., New York, *Sec'y.*	Same Company	*Vice-Pres.*
John R. Knipfing	Ohio State University, *History Dept.*	Albert Frank & Co. New York	*Copy*
*Vincent D. Ely	Benjamin & Kentnor, Chicago	Macfadden Publications, Inc., Chicago, "True Story Magazine"	*Western Adv. Mgr.*

*Charles Shattuck remains in charge of the Chicago office of the Macfadden Publications.

QUALITY in The New York Times circulation means—

a newspaper strictly non-returnable;

a circulation gained without prizes, without forcing, without dependence on any single feature;

a circulation without pre-dated editions, daily or Sunday;

a circulation steadily acquired by an unrivaled news service appealing only to the intelligent, alert citizenship;

a circulation unequaled in buying power in the richest market in the world;

readers strong in confidence in The Times carefully censored advertising columns, responsive, discriminating.

The New York Times circulation daily and Sunday is now at the highest point in its history. Net paid sale daily more than 370,000 *copies; Sundays, more than* 625,000.

The New York Times

Advertisers who wish to know where this highest quality circulation is distributed in the New York metropolitan district should send for "A Study of the New York Market"—ten pages of statistics of the city and 300 suburban towns, population, retail outlets, etc. Address ADVERTISING DEPARTMENT, The New York Times.

Advertising & Selling · The NEWS DIGEST · Issue of Dec. 1, 1926

CHANGES IN PERSONNEL (*Continued*)

Name	Former Company and Position	Now Associated With	Position
Marion Holbrook	D. Gus Schnieder, Providence, R. I.	Macfadden Publications, Inc., New York, "True Story Magazine"	*Adv. Pro. Dept.*
C. R. Lawson	Warner Industries, Ottawa, Kan. *Adv. & Sales Mgr.*	Potts-Turnbull Adv. Co Kansas City, Mo.	*Acc't Executive*
Murray Saunders	Olds Motor Works, Detroit, *Adv. Dept*	Louis C. Boone, Detroit	*Member of Staff*
J. H. Wilson	Jarnac et Cie, Inc., *Chicago, Pres.*	Resigned (Effective Jan. 1)	
Ralph W. Hobbs	Northern Pacific Railroad, St. Paul *Adv. Mgr.*	Armour & Co., Chicago	*Regional Sales Mgr.*
Paul T. Irvin	Greenfield Tap & Die Corp., Greenfield, Mass.	Bemis & Call, Springfield Mass.	*In Charge of Sales*
George E. Felton	Wadsworth, Howland & Co., Boston *Sec'y & Gen. Sales Mgr.*	Norfolk Paint & Varnish Co., Boston	*Pres.*
Edward Kimball	"Guard," Eugene, Ore., *Adv. Mgr.*	M. C. Mogensen & Co., Inc., San Francisco	*Ass't to Gen. Mgr.*
A. G. Whaley	Macfadden Publications, Inc., New York	Mathewson & Sinclair New York	*Space Buyer*
F. A. Colton	Bell & Howell Co., Chicago, *Sales Pro.*	Same Company	*Eastern Mgr. New York*
Philip A. Conne	Saks & Co., New York, *Vice-Pres.*	Resigned	
C. A. Jones	Seiberling Rubber Co., Akron, Ohio *Akron Sales Mgr.*	Same Company	*Ass't to Sales Mgr.*
Thomas Irwin	J. Walter Thompson Co., Chicago, *Art Dir.*	Fuller & Smith, Cleveland	*Art Dir.*
A. C. Partridge	Firestone Tire & Rubber Co., Akron, Ohio *Vice-Pres. & Sales Mgr.*	The Goodyear Tire & Rubber Co., Akron	*Sales Dept.*
J. W. Kinney	The Butterick Pub. Co., New York, *Adv. Staff*	"Pictorial Review," New York	*Adv. Staff*
W. H. Graham	Progressive Composition Co., New York	The Condé Nast Press Greenwich, Conn.	*Pro. Mgr.*
B. A. Hansen	Hansen & Co., San Francisco	Botsford-Constantine Co., Seattle	*Pro. Mgr.*
Harrison R. Baldwin	Hammermill Paper Co., Erie, Pa., *Ass't Sales Mgr.*	Same Company	*Sales Mgr.*
Marie M. Braken	Dorland Agency, New York	Albert Frank & Co New York	*Copy*
Henry C. Little	Lord & Thomas and Logan, Los Angeles	Same Company, San Francisco	*Art Dir.*
B. J. Abraham	"Independent," San Diego, Calif.	"Record." Los Angeles	*Classified Adv. Mgr.*
B. Welfare	"Twin-City Sentinel," Salem, N. C.	"Journal-Star," Winston-Salem	*Cir. Mgr.*
George R. Poole	Fuller & Smith, Cleveland	Manning & Greene, Inc. Cleveland	*Service Dept.*
C. W. Gaskell	The Intertype Corp., New York, *Vice-Pres.*	R. Hoe & Co., New York	*Vice-Pres.*
Laurence R. Melton	"Globe-News," Amarillo, Tex., *Adv. Dept*	J. S. Nugent, Amarillo	*Vice-Pres. & Dir. of Sales*
Richard Milton	Campbell-Ewald Co., Chicago	Brinkerhoff, Inc., Chicago	*Member of Staff*
Kenneth Ring	Chas. H. Touzalin Agency, Chicago	Brinkerhoff, Inc., Chicago	*Member of Staff*
Robert S. Clary	Curtis Publishing Co., Philadelphia *House Organ Editor*	Associated Adv. Agcy. Jacksonville, Fla.	*Sales Pro. Mgr.*

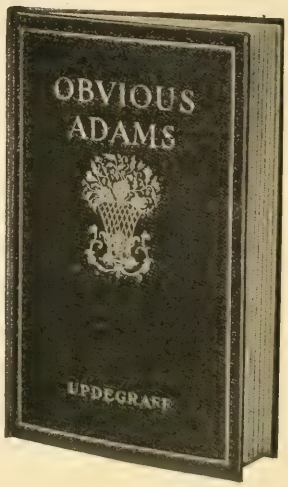
CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS

Name	Address	Product	Now Advertising Through
The National Conveyer Co	Findlay, Ohio	*Coal Storage Equipment*	The Nichols-Evans Co., Cleveland
McKesson & Robbins, Inc	New York	*"Calox" Tooth Powder. "Analax," Liquid Albolene and other "McK & R." Preparations*	The Erickson Co., Inc., New York
Furness Bermuda Line	New York	*Transportation to Islands in Caribbean Sea*	Lord and Thomas & Logan, New York
Gits Bros. Mfg. Co	Chicago	*Oil Cups & Automatic Oiling Systems for Automobiles*	Hurja-Johnson-Huwen, Inc., Chicago
The Port Chester Restaurant	New York	*Restaurant*	World Wide Adv. Corp., New York
Utica Heater Co	Utica, N. Y.	*"Imperial Super Smokeless Boiler" & "Superior Furnace"*	Moser & Cotins, Utica
Plymouth Mfg. Co	Chicago	*Gas Saving Devices for Automobiles*	Hurja-Johnson-Huwen, Inc., Chicago

When Fletcher Montgomery

President of the Knox Hat Company

Read "*Obvious Adams*"



—He immediately ordered 50 copies to distribute to business associates

MANY thousands of copies of this "little book with a big business message," written by Robert R. Updegraff, have been bought by business executives during the ten years since it appeared in *The Saturday Evening Post*. They have placed them in the hands of every one of their executives, branch managers, department heads, salesmen, and even their office workers, because this simple story crystallizes one of the most important principles in business—makes it graphic, inescapable, usable in the day's work all through a business.

There is inspiration in the story of Obvious Adams. Young men read it and catch a picture that makes them want to knuckle down to more effective work. Older men read it and it somehow clears their vision and gives them a fresh urge to accomplishment.

"Obvious Adams" is a pocket size book bound in cloth with gold-stamped title—an exceedingly attractive little volume suitable for presentation purposes, yet it is sold in quantities at prices that make possible its broad distribution. It offers an ideal solution to the problem of a Christmas gift for the members of an organization, autographed by the head of the business or department.

Quantity Price List

500 copies or more, 40c per copy
100 copies or more, 44c per copy
50 copies or more, 46c per copy
25 copies or more, 48c per copy
10 copies or more, 50c per copy
Single copies, 75c postpaid

KELLOGG PUBLISHING COMPANY

39 Lyman St. Springfield, Mass.

Advertising & Selling · The NEWS DIGEST · Issue of Dec. 1, 1926

CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS (*Continued*)

Name	Address	Product	Now Advertising Through
Direct Control Light Corp.	New York	"Lazar" Operating Lights for Dentists, Surgeons, etc.	Fred'k A. Spolane Co., New York
American Sales Book Co., Ltd.	Elmira, N. Y.	Sales Books, WIZ Registers and Interfold Forms	Fuller & Smith, Cleveland
The Acme Mfg. Co.	Forest Park, Ill.	Acme Pig Coal	Wade Adv. Agcy., Chicago
National Refrigerating Co.	New Haven, Conn.	"Ice-o-lator" Refrigerators	O. S. Tyson & Co., Inc., New York
Cornish Wire Works	New York	Radio Wire	Albert Frank & Co., New York
Grecian Health Corset Co.	Chicago	Corsets	Brinckerhoff, Inc., Chicago
A. K. Trout Co.	New York	"Kling-Klip" Shaving Brush Holder	J. X. Netter, Inc., New York
The Egyptian Lacquer Mfg. Co.	New York	"Egyptian Lacquer"	The Corman Co., New York
The Moser Fur Co.	St. Louis	Raw Furs	Bergen Adv. Co., St. Louis
The Shotwell Mfg. Co.	Chicago	"Red Grange" Candies	Reincke-Ellis Co., Chicago
The Allis-Chalmers Mfg. Co.	Milwaukee	Industrial Machinery	Merrill, Price & Taylor, Chicago
Atiyeh Bros.	Seattle	Oriental Rugs	Milne-Ryan-Gibson, Inc., Seattle
The Mendel-Drucker Co.	Cincinnati	"Mendel-Trunx"	Porter-Eastman-Byrne Co., St. Louis (Effective Jan. 1)
The Atlantic Gypsum Products Co.	Boston	Gypsum Wall Board	Wolcott & Holcomb, Inc., Boston
Hotel Missouri	St. Louis, Mo.	Hotel	The John Ring Adv. Co., St. Louis
The Ruberoid Co.	New York	"Ruberoid" Weather-proof Goods	Griffin, Johnson & Mann, Inc., New York
The Electric Specialty Co.	Stamford, Conn.	Electrical Apparatus	The Arthur Hirshon Co., Inc., New York
The Ponce de Leon Springs Syndicate	Chicago	Real Estate	Roger M. Newcomb, Deland, Fla.
The Simmons Co.	New York	Beds & Bedding	J. Walter Thompson Co., New York (Effective Jan. 1, 1927)
The Mennen Co.	Newark, N. J.	Toilet Preparations	F. Wallis Armstrong Co., Phila.
The Becker Provision Co.	Little Rock, Ark.	Hams & Bacon	Burton E. Vaughan, Little Rock
The Ambecor Corp.	New York	"Eagle-Grip" Shoe Buckles	G. Howard Harmon, Inc., New York
The American Silver Sheet Co.	St. Louis, Mo.	"Silversheet" Motion Picture Screens	The John Ring Adv. Co., St. Louis
The Times Square Trust Co.	New York	Finance	Edwin Bird Wilson, Inc., New York
The Vermont Machine Co.	Bellows Falls, Vt.	Washing Machines & Cream Separators	Doremus & Co., Boston
The Evaporated Milk Ass'n.	Chicago	Evaporated Milk	N. W. Ayer & Son, Chicago
The Red Arrow Mfg. Co.	Seattle, Wash.	Toys	Carl W. Art Adv. Agcy., Seattle
The R. H. Schwartz Rim Flap Mfg. Co.	Cleveland	Rim Flaps	The Harm White Co., Cleveland
O. O. Scroggin Co.	Little Rock	Cotton	Burton E. Vaughan, Little Rock
The Chicago Theatrical Shoe Co.	Chicago	Shoes	The Frederick-Ellis Co., Inc., Chicago
Hincher Mfg. Co.	Washington, Ind.	Garment Hangers	A. R. Johnson Organization, Chicago
The Horn Engineering Co.	Detroit	Grinders	Taylor-Eby Adv. Co., Detroit
Nippon Yusen Kaisha S. S. Line	New York	Transportation	Smith, Sturgis & Moore, Inc., New York
Skiler's Laboratories	Philadelphia	"Skiler's Antiseptic"	Charles C. Green Adv. Agcy., Phila.
Greene-Brown Mfg. Co.	Chicago	Brown "B" Super-Power Unit for Radios	Merrill, Price & Taylor, Chicago
The Morgan Gage Co.	Rockaway, N. J.	Liquid Gages	O. S. Tyson & Co., Inc., New York
The Browning Drake Corp.	Brighton, Mass.	Radio Receivers	Frank Kiernan & Co., New York
Ford Radio & Mica Corp.	New York	Radio Accessories	Albert Frank & Co., New York

NEW PUBLICATIONS

Name	Published by	Addreess	First Issue	Issuance	Page Type Size
"The Sportsman"	The Sportsman Publishing Co.	50 East 42d St., New York and 10 Arlington St. Boston	Jan. 1, 1927.	Monthly	8 5/16 x 11¼

NEW ADVERTISING AGENCIES AND SERVICES, ETC.

Advertising Statistics Co.	405 Lexington Ave., New York City	*Statistical Service*	William J. Punch
Mail Advertising, Inc.	Detroit	*Direct-Mail Service*	William S. Gribble, Pres
Olsen Advertising Agency	Transportation Bldg., Los Angeles, Cal.	*Advertising*	A. J. Olsen

PUBLICATION CHANGES AND APPOINTMENTS

"The Gift & Art Shop," New York. Has been elected to membership in the Associated Business Papers, Inc., New York

"Rocky Mountain News" & "Denver Times" Denver, Colo. Have been purchased by the Scripps-Howard Organization. The "Times" has been consolidated with the Denver "Express," into the Denver "Evening News"

The "Knoxville Sentinel," Knoxville, Tenn. Has been purchased by the Scripps-Howard Organization and consolidated with the Knoxville "News." The new paper will be called the "News-Sentinel"

GARAMOND

. . . THE REDESIGNING of a type face from a classic model is no mere matter of slavish copying but a work of re-creation. To faithfully reproduce the design as it was cut centuries ago would mean needlessly handicapping ourselves with the technical limitation under which its creator worked.

¶ It is necessary rather to become thoroughly saturated with the spirit of the type and then to reshape it as the designer would have done had he possessed instruments of precision.

¶ Claude Garamond cut many types. As is the case with any artist, even so great a master as he, some were better than others. The first task was to gather together all the authentic Garamond material available; then to select those examples which represent the designer's best work; and finally, to separate with sure discrimination those characteristics which give the design its distinction and those peculiarities and irregularities which are due not to intent but to the inability of the faltering human hand to execute in so small a compass, and without mechanical aids, the exact contour that the mind conceived.

¶ When this has been done with taste and discernment, we have a result which retains all the delightful quality of the original and which at the same time is eminently fitted to the demands of modern book and commercial printing. A face which will be selected alike by the craftsman who can afford time to do an occasional bit of fine typography for the sheer joy of doing a thing well and by the advertiser who cold-bloodedly picks the type that will give him the greatest return for his money.

¶ Garamond Bold and Garamond Bold Italic are being cut up to 30 point.

[*A full showing of the Garamond Series will be sent upon request*]

MERGENTHALER LINOTYPE COMPANY

DEPARTMENT OF LINOTYPE TYPOGRAPHY, 461 EIGHTH AVENUE, NEW YORK

580.26.9-N

TRADE LINOTYPE MARK

LINOTYPED IN GARAMOND SERIES

Advertising & Selling · The NEWS DIGEST · Issue of Dec. 1, 1926

PUBLICATION CHANGES AND APPOINTMENTS (*Continued*)

"Gazette," Inglewood, Cal.	Has changed from a bi-weekly to a morning daily
"News and Courier," Charleston, S. C.	Appoints the John Budd Co., New York, as its National Advertising Representatives.
"Adirondack Enterprise," Saranac, N. Y.	Is being issued daily. It was formerly a tri-weekly.
"Record," Salida, Colorado	Has suspended publication.
"Kansas City Star Weekly"	Has taken over all the circulation of the "Weekly Globe-Democrat," St. Louis, west of the Mississippi River.
"Weekly Globe-Democrat," St. Louis, Mo.	Has suspended publication.
"Guide," Des Moines, Iowa	Has suspended publication.
"Star," Kansas City, Mo.	Appoints Doty & Stypes, Inc., as its Pacific Coast Advertising Representative.
The "Pacific Coast Architect," San Francisco	Has appointed Doty & Stypes as its Northwest and British Columbia Advertising Representative.
The "Press," Memphis, Tenn.	Has absorbed the "News-Scimitar," Memphis, in a consolidation of the two papers.
"Herald," Mt. Vernon, Washington	Has been purchased by H. B. Averill, owner of the "Mineral-Echo," Cle Elum.
"Tribune," Mellette, S. D.	Has been sold by Paul Zerbe to E. J. Myers.
"Chronicle," Augusta, Ga.	Appoints Bryant, Griffith & Brunson, Inc., Atlanta, as its National Advertising Representative.
"Motor World Wholesale," Philadelphia	Has changed from weekly to monthly issuance.
"Tribune," Waterloo, Iowa	Appoints the G. Logan Payne Co., Chicago, as its National Advertising Representative

MISCELLANEOUS

McKesson & Robbins, Inc., New York	Have consolidated with Girard & Co., Inc., Bridgeport, Conn.
The Union Carbide & Carbon Corp. New York	Has purchased the assets of the U. S. Vanadium Co., Rifle, Colo. The company's sales will be handled by the Electro Metallurgical Sales Corp., a subsidiary
Johnson-Woolley, Associated, Chicago	Has been reorganized and its name changed to The A. R. Johnson Organization
Hommann, Tarcher & Cornell, Inc., New York	Name changed to Hommann & Tarcher, Inc.
The Firestone Aspley Rubber Co., Hudson, Mass.	Name changed to the Firestone Footwear Company.
The Ralph L. Dombrower Advertising Agency, Richmond, Va.	Has purchased the entire effects and good-will of the Freeman Advertising Agency of the same city.
The L. R. Uhlenhart Adv. Agcy., and the M. G. Jonas Adv. Service, Los Angeles	Have consolidated under the name of The Jonas-Uhlenhart Adv. Agcy.

CHANGES IN ADDRESSES

Advertising Agencies and Services, Publications, etc.

Name	*Business*	*From*	*To*
The Hanff-Metzger Co.	Advertising	95 Madison Ave., New York City.	Paramount Bldg., 43d St. & Broadway, New York City
"Power Plant Engineering"	Publication	537 So. Dearborn St., Chicago	53 West Jackson Blvd., Chicago
Bresiser & Co.	Advertising	331 Walnut St., Philadelphia	1607 Sansom St., Philadelphia

DEATHS

Name	*Position*	*Company*	*Date*
Charles H. Bunting	*Vice-President*	Walter B. Snow & Staff, Inc., Boston	Nov. 14, 1926
James O. Winslow	*President*	"Statesman," Yonkers, N. Y.	Nov. 14, 1926
Thomas Cusack	*Former President*	The Thomas Cusack Company	Nov. 19, 1926
C. P. J. Mooney	*Publisher*	"Commercial-Appeal," Memphis, Tenn.	Nov. 23, 1926
Henry Schott	*Former Vice-Pres.*	Montgomery Ward & Co., Chicago	Nov. 27, 1926

NEWS and comment about The Chicago Tribune, *zone marketing, advertising, and Chicagoland . . . . prepared by the Business Survey of* The Chicago Tribune.

By the President.....Paper and Ink
France, Canada and Chicago...Senators and Prizefighters.....No Expense.....Parking Privileges.....Personalia.....Circulation

From the TOWER

"Formerly it was axiom that competition was the life of trade. Under the methods of the present day, it would seem to be more appropriate to say that advertising is the life of trade."

PRESIDENT CALVIN COOLIDGE

PAPER AND INK

OCCASIONALLY some of our friends accuse us of immodesty when we proclaim ourselves "The World's Greatest Newspaper." There are a lot of things that enter into the question of such supremacy—editorial excellence, volume and character of advertising, cartoons and features, organization, public service, editorials, mechanical perfection, advancement of newspaper science.

Take paper and ink. The Chicago Tribune uses more paper and ink than any other newspaper in the world. Editor and Publisher has compiled some figures on it. The Tribune consumes 140,000 tons of paper a year. More than 5,000,000 pounds of ink become news, ads, cartoons, editorials in The Tribune each year.

The New York Times consumes 80,115 tons of paper and 3,324,933 pounds of ink. The Evening World uses 79,500 tons of paper and 2,450,000 pounds of ink. The Chicago Daily News uses 52,684 tons of paper and 1,503,094 pounds of ink; the Detroit News 56,600 tons of paper and 1,620,000 pounds of ink.

Speaking of paper, reminds us that The Tribune led the way for American newspapers in eliminating waste through shipping. A few years ago, our losses enroute from mill to press-room were 1% of all paper shipped—millions of pounds of paper a year. Now the losses are infinitesimal—less than one-half pound to a ton. Bolts and beams in cars are covered; only newly inspected cars are loaded; no leaking roofs; the hump in switching has been eliminated.

The Tribune controls its raw materials. It manufactures its own paper at Thorold, Ontario, and at Tonawanda, New York, and much of its own ink in Chicago.

* * *

France—Canada—Chicago

CONSIDER if you will, Pierre Jacques Laffitte. Pierre is out of France by Canada. He stands the accepted six feet something or other in his lumbermen's socks—all wool and about an inch thick. Pierre wields a wicked axe. His consuming ambition is to prove himself de bes' tam fine woodsman in all The Tribune timberlands. Not a small order, that, because those timberlands embrace some 2500 square miles of the Province of Quebec. And there are any number of Pierre's friends and cousins—in the 5th degree—all eager to knock Pierre's rep as a woodsman for a row of cant hooks.



Carved Stone Screen Over entrance to Tribune Tower

Pierre has spent most of his life in the wilderness. And a good many winters have been spent working for The Chicago Tribune. The Chicago Tribune is a newspaper printed in a far off city that Pierre has never seen, and printed in a language which, for the most part, Pierre does not read.



Michigan Avenue and Tribune Tower from the north

Every time Pierre gets in some of his flashy artistry on a pulp log, away up there in the Tribune timberlands, he's helping to make Tribune paper—Tribune paper that will probably carry some advertiser's message to the Tribune millions of Chicagoland, where centuries ago Pierre's fellow countrymen, Marquette and Joliet, were carrying the white man's message to the Indians . . . . Interesting thought . . . . Wonder if it ever occured to Pierre? . . . . Probably not.

* * *

RADIO *and* CIRCULATION

Does broadcasting news affect newspaper circulation? And does it hurt it or help it?

On election night, Station W-G-N (World's Greatest Newspaper) broadcast election returns every half hour until midnight. The next morning the circulation of The Tribune was 856,868. A few weeks before, Station W-G-N broadcast the Dempsey-Tunney fight—every blow, almost. You remember Major White—"He's not theDempseywe'reaccustomedto" and "Thisiswhathappenstoafighter whodoesn'tfight"—a flow of words like water over Niagara. And the next morning 905,408 persons bought The Chicago Tribune—the high water mark to date.

Do your own moralizing on the figures.

* * *

"Advertising is not an expense." S. W. STRAUS

S. W. Straus and Co. invested $2,929 in advertising in The Chicago Tribune in 1912. They have purchased an increasing amount every year since. Last year The Chicago Tribune lineage bought by S. W. Straus and Co. totaled 54,626.



S. W. Straus

"The first advertisement to be published over the signature of S. W. Straus and Company was printed in The Chicago Tribune in 1895," said S. W. Straus, head of the firm which now has branches in 50 cities,

"We invested a larger amount of money last year in The Chicago Tribune than in any other publication—newspaper or magazine. Inquiries from The Chicago Tribune come, not only from Chicago and its environs, but in great numbers from all that rich mid-west territory which The Chicago Tribune blankets."

* * *

Ten Billions—Without Parking Privileges

Government statisticians figure that America spends ten billions a year for the fun and convenience of owning a car. That is about one-seventh of the country's entire income. Five hundred dollars per car, per year, for 20,000,000 cars!

One-fifth of the automobile registrations of the country are in The Chicago Territory. That means two billions spent for automobiles. A rich territory, this, fortunately supported by both industry and agriculture.

Single issues of the Sunday Tribune, reaching an average of 60% of the families in 1151 towns in Chicagoland, carry more automobile advertising than full week's issues of any other Chicago newspaper.

* * *

Personalia

JOHN CORNYN, reporting the recent Yaqui uprising in Mexico, hails from Tennessee, but he's been 35 years south of the Rio Grande . . . We'll say he knows his stuff! . . . . Arthur Sears Henning, veteran head of our Washington (D. C.) bureau, was in town early last month, casting an eagle eye over the local senatorial tangle . . . . The 1926 Linebook, R. H. L.'s annual anthology of verse and prose from The Line, is announced for the first week in December . . . Add bookstore riots . . . W-G-N, the Tribune radio station on the Drake Hotel established history-making precedent by declaring war in the courts against an interfering station . . . . Carey Orr, Tribune political cartoonist, has entered the ranks of authors . . . "Borrowed Glory," a serial story of love, war and West Point, illustrated by the writer, is Carey's literary offering.

* * *

LARGEST IN HISTORY

October circulation was the largest in the history of The Tribune. The average net paid circulation was 768,991 daily; 1,157,635 Sunday.

Pop Toop



SOMEWHERE, somehow, sometime, somebody started . . . like the myth tacked on to George Washington's cherry tree . . . a statistical statistic to the effect that women do 85%, or whatever the number was, of the buying.

¶

Now we'll grant you that women spend a lot of money, but we cannot consistently relegate man to the 15% class. So, unlike some newspapers, The Free Press doesn't claim to be a woman's medium pure and undefiled, from front page "ears" to the back page cut-off rule. Nor does it base its agate line solicitation upon the fact that it will sell with equal ardor and verve, vanity cases or shotgun shells to one hundred per cent of the population by appealing to fifty per cent of it.

The Free Press, therefore, is neither a man's nor a woman's newspaper, but an *interesting* newspaper, and, as such, gets itself across at the breakfast table to the whole family, which means, men, women and children.

¶

By being thorough, alert, sensible, authentic and complete, The Free Press wins the approval of a major portion of the *steady buying* homes in America's Fourth City . . . in America's Third Market.

¶

Today, women are as much interested in the fall of the franc or the elimination of "one half of one per cent" as the men. She can sock a golf ball for a par score, swim English Channels or what have you, draw a bead on the wildest mallard, with any man . . . they're good scouts too, and you, the advertiser, can soundly use a newspaper like The Free Press that in its editorial content feeds the mentalities and tickles the vanities of both the Adams and the Eves of present day existence.

The Detroit Free Press

VERREE & CONKLIN, Inc.
National *Representatives*

New York Chicago Detroit San Francisco



You can almost *smell* the oil!

ILLUSTRATION above (*from recent issue of N P N*) oil-drenched crew of Rio Bravo Oil Co. working to bring under control well flowing at rate of 10,000 barrels of crude oil daily.

WHEN you read a copy of *National Petroleum News* you can almost "smell oil," so vividly is the oil industry reproduced in words and photographs. National Petroleum News has none of the dry and dusty atmosphere of a paper edited only from an office. Instead, it's full of the life, action and speed of the industry itself because its news is written where the things that make news are happening. It is edited from the derrick floor, the refinery yard, the distributing warehouse, the tank truck and the filling station. The result?—*first in Reader Interest.*

LET us send you a sample copy so that you can see for yourself that these things are so.

NATIONAL PETROLEUM NEWS

Published from 812 Huron Road, CLEVELAND

BRANCH OFFICES:

TULSA, OKLAHOMA
608 Bank of Commerce Bldg.

CHICAGO
360 N. Michigan Ave.

NEW YORK
342 Madison Ave.

HOUSTON, TEX.
608 West Bldg.

LOS ANGELES—628 Securities Building

Members: A. B. C.—A. B. P.

Advertising & Selling

PUBLISHED FORTNIGHTLY



Painted by W. Biggs for Pepsodent Company

DECEMBER 15, 1926 15 CENTS A COPY

In this issue:

"Broadcasting's Place in Advertising" By Edgar F. Felix; "Out of a Job at Fifty" By S. E. Kiser; "Mr Lemperly Has Started Something" By J. M. Campbell; "This Matter of the Cash Discount"; "Industrial Advertising and Selling" on Page 38; "The News Digest" on Page 83

Pebeco Is Sold in Chicago Homes Through The Daily News



THE universal concern for good health is the basis of the appeals made by manufacturers of dentifrices, whose products tend to prolong the life of teeth and thus promote good health. Since health is of primary importance to every one, it is a leading subject for discussion in the family councils.

Quite naturally the advertising of Pebeco dental cream—placed by the J. Walter Thompson Company—appears in The Daily News—the Chicago paper having the most weighty influence in the home. The Daily News is the only Chicago daily paper carrying this advertising.

Member of The 100,000 Group of American Cities

THE CHICAGO DAILY NEWS

First in Chicago

Advertising Representatives:

NEW YORK	CHICAGO	DETROIT	SAN FRANCISCO
J. B. Woodward 110 E. 42d St.	Woodward & Kelly 360 N. Michigan Ave.	Woodward & Kelly Fine Arts Building	C. Geo. Krogness 253 First National Bank Bldg.

Published every other Wednesday by Advertising Fortnightly, Inc., 9 East 38th St., New York, N. Y. Subscription price $3.00 per year. Volume X, No. 1. Entered as second class matter May 7, 1923, at Post Office at New York under Act of March 3, 1879.

Two RUTHLESS ASSASSINS



–that lurk in your *MOTOR*

· · · HEAT *and* FRICTION · · ·

A VICIOUS pair, those two assassins! No motor is safe from them. There is no victim they prefer to an innocent, month-old motor—unless it be an elderly motor on the shady side of fifty thousand miles. Pampered limousines, mud-freckled roadsters, giant trucks—all are fair prey for those two. And they work so quietly, so slyly, car-owners are often lulled into a false sense of security.

Every minute you drive, Heat and Friction lurk there in your motor, waiting ceaselessly for a chance to maim a cylinder, cripple a bearing, or hasten your motor to an untimely end. And only your motor-oil prevents those two assassins from doing damage.

Why many oils fail

When a motor-oil goes into action it is no longer the cool, gleaming liquid that you see poured into your crankcase. Only a thin *film* of the oil actually holds the fighting line. This film covers all the vital parts of the motor and comes between all the whirling, flying metal surfaces. As long as that protective film remains unbroken, the motor is safeguarded from destructive heat and friction.

But the *oil film itself* is subjected to terrific punishment. It must withstand searing, scorching heat — and tearing, grinding friction.

Far too often, ordinary motor oil fails. The film, under that two-fold punishment, breaks and burns, leaving vital motor parts exposed. Hot, unprotected surfaces chafe against each other. Withering heat attacks the raw metal. Insidious friction begins its work of destruction.

Then, before you even know your motor-oil has failed, you have a seized piston, a scored cylinder or a burned-out bearing. And you pay big repair bills.

The "film of protection" that does not fail

Tide Water technologists spent years in studying not oils alone, but oil-*films*. Finally they perfected, in Veedol, an oil that offers the utmost resistance to deadly heat and friction. An oil which gives the "film of protection," *thin as tissue, smooth as silk, tough as steel.*

In fast increasing thousands, car owners are learning that the Veedol "film of protection" is a motor's most steadfast defender. Stop, today, at the first orange and black Veedol sign and have your crankcase drained and refilled with the correct Veedol oil for your particular motor.

Tide Water Oil Sales Corporation, 11 Broadway, New York. Branches or warehouses in all principal cities.



The FILM *of* PROTECTION

An advertisement prepared for the Tide Water Oil Sales Corporation

Advertising's best sellers

The man in the street doesn't get excited about philosophy. But call it "The Story of Philosophy", people it with human, lively characters and you have—a best seller.

The man in the street doesn't give a thought to bacteriologists. But call them "Microbe Hunters", make them adventurers, and you have—a best seller.

The man in the street doesn't care about biology. But call it "Why We Behave Like Human Beings", write it in popular newspaper fashion, and you have—a best seller.



The man in the car doesn't think about motor oil. But call it the "Film of Protection", write it as a mystery story, and you have—a best seller.

To interested executives we shall gladly send notable examples of advertising that has succeeded in turning difficult subjects into—best sellers.

Joseph Richards Company, Inc., 251 Park Avenue, New York City.

RICHARDS

FACTS FIRST · · · · THEN ADVERTISING

Reconciling a Paradox



ALTHOUGH The Indianapolis News carries, and has carried for years, one of the outstanding volumes of national advertising in America—

Fewer total agate lines of national advertising are published annually in Indianapolis than in most comparable markets.

The reason is as plain as the simple statement of the paradox itself:

Because The News is in itself so enormously productive of sales, fewer lines are needed in Indianapolis to achieve the desired result.

Because The News *alone* is equal to any advertising load, expenditures in secondary and supplemental mediums can be saved. An "A" schedule in The News accomplishes what two or three "B" schedules might be expected to do.

The truth reconciles any paradox.



"Christmas seal your Christmas mail!"

THE INDIANAPOLIS NEWS

New York, DAN A. CARROLL
110 East 42nd Street

FRANK T. CARROLL, *Advertising Director*

Chicago, J. E LUTZ
The Tower Biulding

Everybody's Business

By Floyd W. Parsons

LET us conclude our brief discussion of the diet question today. The subject can almost be summed up in the statement that the beginning and end of the whole matter is the maintenance of an alkalin blood stream. The total of human ailments would probably be reduced to a fraction of what they are if everyone could continue to keep his blood properly balanced on the side of alkalinity. The way to do this is simple: merely to consume more fruit, vegetables and milk. These are the foods that make the blood alkalin. It all sounds easy, but is difficult to achieve because of our perverted tastes and incorrect eating habits.



Courtesy Hawaiian Pineapple Co., Ltd.

One of the greatest threats to health today is from processed foods. This does not mean that we are going back to nature and will again live on natural foods as was the custom ages ago. Such a thing is impossible with life organized as it is today. We could not live in our great cities without utilizing to the utmost modern methods of treating, preserving and distributing food.

Napoleon offered a prize for a successful method of preserving food products and thus started the canning industry. The business he was instrumental in establishing is now the cornerstone of urban life. It is one industry that has tried to keep step with the advances of science. The canner early saw the need of substituting the chemist for the cook. When vitamins were discovered and it was found that some of them were destroyed by heat, the food preservers set about solving the problem.

Now the business of canning is carried on with such precision that things like tomatoes and peas are so preserved that very little of the vitamin content is lost. Careful tests by independent investigators have disclosed that canned spinach, for instance, retains its content of vitamins *A* and *C*, even after the food has been kept in a can for three years. Vitamin *C* is the most easily affected of all the vitamins, and yet apples and other fruits can be canned with practically no loss of this substance.

Even more astonishing is the fact that apples canned in the fall had lost none of their vitamin content when opened in the spring. On the other hand, raw apples held in cold storage for eight months showed a loss of more than one half of their vitamin *C* content. All of these canning studies are open for inspection, and clearly indicate that much of the criticism we have heard concerning canned goods may have been hasty and somewhat unfair.

A somewhat similar situation exists with respect to the baking industry. As a complete food, whole-wheat bread is certainly superior to white bread. But the public prefers the looks and taste of the latter. I do not eat white bread, but I am not blind to the fact that such bread can be eaten without harm by people who so regulate their diet that the minerals which are lacking in white flour are supplied by other foods.

I am not sure that we could substitute the whole grain for the de-mineralized flour under our present system of storage and distribution. Taking out the mineral content renders a flour less liable to spoilage. But even if we could remove all commercial obstacles and go back to the graham bread of our forefathers, it is a question whether or not the public would acquiesce to the change. Most of the bakers' efforts to introduce dark bread have failed.

Another point of debate concerns the evils of cooking. Unfortunately, our housewives and cooks have not gone in very heavily for research. Much progress might be made in this direction if some way could be found to carry through extensive programs of educational work. Haphazard methods in the kitchen now deprive many foods of their nutritive value. Potatoes, when peeled, then soaked in cold water and finally boiled, lose fifty per cent of their nitrogenous matter and a third of their mineral salts. Cooking and eating them with their jackets on is one answer. The prime error of the present day is the common tendency to make life easy for the digestive organs.

The muscles of the alimentary tract had something to do in the days of the old bark-eaters, and that is why those primitive folk died of causes other than digestive ailments.

There is no doubt concerning the need for science in our kitchens. Things are cooked too slowly.

Vegetables that should be heated only until they become tender are kept on the fire until they have shrivelled up. It takes only twenty minutes of boiling to destroy most of the nutritive value of a vegetable like asparagus.

Diet reform is an important movement. But it must be carried on by practical people in a sensible way. Our present customs, bad as they are, have not been developed without reason. It must not be overlooked that the nutritional benefits produced by the consumption of food are derived largely from the pleasure resulting from eating. A considerable proportion of the things we eat should be raw foods. On the other hand, no substance is more important in the diet than starch, and most starchy foods have to be thoroughly cooked before they become digestible.

Correct eating, therefore, does not mean the substitution of everything new for everything old.



From the simple line engraving to the subtle highlight half-tone is a stride that only an industry pledged to progress could possibly make.

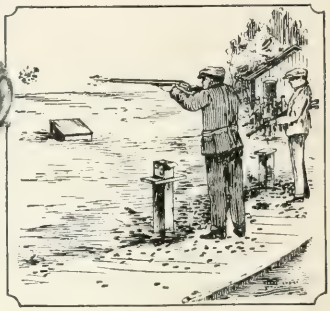




Photo Engraving

The Heavy Ammunition of Advertising

THE manufacturers of sportsmen's supplies have learned that their "Story in Picture Leaves Nothing Untold." Photo-Engraving is the heavy ammunition of advertising, because the same picture that sells the professor will move a peasant. Its appeal knows no class distinctions.

The American Photo-Engravers Association is justly proud of the dramatic strides Photo-Engraving has made in reproducing elusive subjects "as natural as life."

Photo-Engraving has enabled us to dramatize on paper the thrill of hunting, and to smash straight to the bull's-eye of the prospect's attention and interest. There is no doubt that this type of graphic advertising will be increasingly important in the future. Without the great strides which have been made in the Art of Engraving and without the helpful co-operation of Photo-Engraving experts, much of the effectiveness of graphic advertising would be impossible.

The biographical booklet "The Relighted Lamp of Paul Revere" supplied on request.

AMERICAN PHOTO-ENGRAVERS ASSOCIATION

Secretary and Sales Manager
Western Cartridge Company
East Alton, Illinois

AMERICAN PHOTO-ENGRAVERS ASSOCIATION

GENERAL OFFICES • 863 MONADNOCK BLOCK • CHICAGO

Copyright, 1926, American Photo-Engravers Association

GOOD WILL Maintained

How this magazine holds its Good Will. Why maintained Good Will is Good Business for advertisers.

THE Good Will so generously bestowed by women on products advertised in GOOD HOUSEKEEPING is a reflection of the Good Will this magazine maintains editorially. GOOD HOUSEKEEPING'S value as an advertising medium follows its value as a magazine.

Every editorial page, like every advertising page, must guarantee satisfaction. That every page will give satisfaction, the ideas, suggestions and methods to which women look for their progress and the advancement of their homes, are proved by analysis, research and experiment under true home conditions before they may appear in print.

GOOD HOUSEKEEPING, as a result, does not present itself to women as a magazine in the ordinary sense. Rather it is a complete and reliable plan for conducting the business of housekeeping—a plan on which women can depend without reservation. And they do.

Advertisers in GOOD HOUSEKEEPING have long since learned that GOOD HOUSEKEEPING'S way of guaranteeing every advertisement is a sound builder of permanent Good Will. That women can rely on GOOD HOUSEKEEPING'S advertising pages is Good Business for advertisers.

But this were fruitless if women could not first place complete reliance on GOOD HOUSEKEEPING'S editorial pages. Guaranteed advertisements only conform to the standards of honest values women find elsewhere in this magazine.

Last month one woman wrote: "I knew nothing of cookery when I married, and I owe all of my success to the simple, straightforward material in your pages. So many women's magazines touch only the high spots."

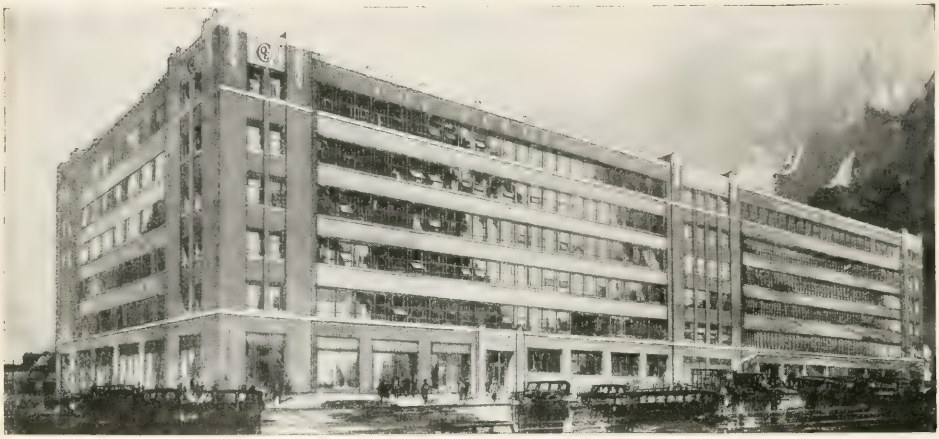
To prove how widespread is this same Good Will, merely ask any woman whose opinion you respect: "What has GOOD HOUSEKEEPING done for you?" Recognition of value is the reason why over a million and a quarter women buy GOOD HOUSEKEEPING every month—and use it. That they do *use* it is the reason why GOOD HOUSEKEEPING carries more pages of advertising—more accounts—than any woman's magazine.

For the advertiser, Good Will, GOOD HOUSEKEEPING and Good Business go together.

GOOD HOUSEKEEPING

CHICAGO NEW YORK BOSTON

This is the ninth in a series.



The Open Door to the Greater Detroit Market



The Coe Terminal Warehouse provides the open door through which you may reach the greater Detroit market. Strategically served by the main line of the Michigan Central Railroad, the Coe Terminal is advantageously located in the heart of the wholesale and jobbing district of downtown Detroit.

Compactly provided under one great roof is every facility for maximum merchandising comfort and utility. There are modern offices, with windows designed to make more sunlight always available, across from them, commodious display rooms. On the same floor is large, well planned warehouse space, completely equipped. Your merchandising and sales activities are brought into intimate contact.

Some of the nation's leading firms are now sharing these advantages in one of the finest warehouse terminals in the world. You, too, can profit by employing this unified and usable space for better merchandising.

Good Business invites your immediate investigation of the Coe Terminal Warehouse. We have just prepared an attractvely illustrated booklet for your information. May we send it to you, today?

Write today for your copy of our illustrated booklet "An Office Home for Merchandisers"

COE TERMINAL WAREHOUSE

Fort Street West and Tenth Street *Detroit, Michigan*

Back Yards, Green Fields and Rainbows

DURING the early gold rushes hundreds of old, experienced miners—their eyes fixed on *distant* fields—passed over the tremendous wealth of the Comstock lode.

Many manufacturers are making the same kind of costly error. With a business gold mine at their front door, they are chasing the national market will-o'-the-wisp over the bogs of disheartening expense.

A case in point is that of a stump puller manufacturer in Iowa who dissipated a fair-sized fortune trying to find buyers in every state—from Maine to Oregon—and who won back that fortune by a simple change in sales methods. Today this manufacturer does a larger business than he had pictured in his fondest dreams. *And he hasn't a customer who lives five hundred miles away from his plant.*

The business man of today, struggling to increase profits while under the enchantment of *distance*, would do well to make a careful analysis of the possibilities of *home territory*. Frequently there lies the business he expects to find beyond the distant rainbow.

Our new book, "*The Third Ingredient in Selling*," will interest manufacturers seeking new markets or attempting to stimulate greater business in established markets. This book will be sent without expense or obligation to executives who ask for it on their business stationery.

JAMES F. NEWCOMB & CO. INC.

Direct Advertising :: *Merchandising Counsel*

330 SEVENTH AVENUE, NEW YORK, N. Y.

THE SUPER-POWER OF THE ALL-FICTION FIELD

Just as the high-tension wires of the ever-expanding electrical industry reach out into every corner of America, so, too, the powerful influence of advertising is no longer confined to a few centers. Advertising today circuits a huge cross-section of America.

National magazines are the high tension wires of modern advertising. Some are what the electrical engineers call, "unit stations," reaching a few communities and groups within a limited radius. The power of others is limited only by the two coasts.

Sixteen national magazines have come together to form a pool of Super-Power that intimately affects the lives of 13,000,000 Americans.

This pool is called the ALL-FICTION FIELD.

The influence of the magazines in this field is confined to no one locality, no one group.

Wherever America reads magazines today, there you will find some one of the high-tension wires from this pool carrying power from the common source.

The ALL-FICTION FIELD is ALL-AMERICA.

2,780,000

Members Audit Bureau of Circulations

All-Fiction Field

Magazines of Clean Fiction

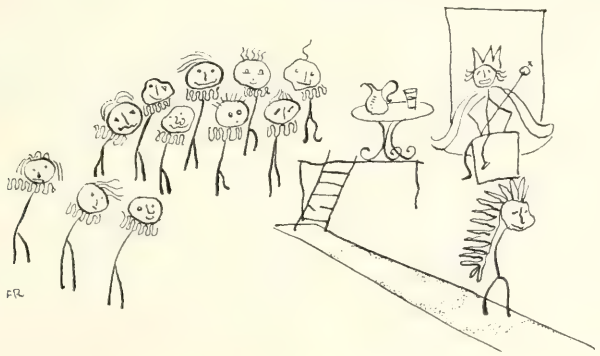
NEW YORK CHICAGO BOSTON SAN FRANCISCO

"BUTTERED PEASE"

A large business advertised for the first and perhaps the last time in its life. It is one of the greatest manufacturers in its line. It makes a staple product that is used in almost every home. It has been approached again and again by advertising men fired with the natural desire to show it how to advertise and increase the sales of such a basic product, and to all of them it has said, "We have nothing to advertise!"

It happened that this house was one that helped in fitting out the *Leviathan.* It saw how other manufacturers took advantage of the temporary public interest in this ship to describe their parts in supplying furnishings, and it said to itself, "At last we have something to advertise." So it took a half page in all the leading newspapers to announce that "all the . . . . . on the *Leviathan* were supplied by the old and well known house of . . . . . " And that was all. It had advertised and got away with it, and it could now confine itself to its legitimate work of making and selling goods.

It reminds us of the man who could say "Buttered Pease" in Choctaw. He had spent his entire life in learning to say "Buttered Pease" in Choctaw, and his fame became so great that the king sent for him and arranged a great audience at the palace. And all the wise men were present to hear the savant. And when everything was



ready he walked up on the platform and bowed, and said it, and walked down again, and it was all over. And everyone said, "How wonderful!" and went about his business.

No. 1 in series

Why Advertisers Find Boston "Different"

BOSTON differs from other large cities in this one respect —the difficulty of getting a true sense of newspaper values.

There are two newspapers in Boston with morning and evening editions. National advertisers are forced to consider both editions as a unit—they cannot be bought separately.

The circulations of the two combinations are compared with the circulations of an individual morning or an individual evening paper.

Advertisers are not permitted to compare morning papers with morning papers and evening papers with evening papers as in other cities.

This has resulted in *compulsory* and *optional* combinations of morning and evening newspapers.

If advertisers are obliged to consider only the combined morning and evening circulations of two Boston newspapers why not apply the same logic to all Boston newspapers—*compare combinations with combinations rather than with individual newspapers?*

Here are the combinations:

1st combination (Optional)	655,300
2nd combination (Optional)	415,584
3rd combination (Compulsory)	273,240
4th combination (Compulsory)	250,998

Boston American—Boston Advertiser

RODNEY E. BOONE
9 East 40th Street
New York City

H. A. KOEHLER
Hearst Bldg.
Chicago

S. B. CHITTENDEN
5 Winthrop Sq.
Boston

F. M. VAN GIESON
Monadnock Bldg.
San Francisco

LOUIS C. BOONE
Book Tower Bldg.
Detroit

It takes only 46 families to support a grocery store in the Northern 9 Counties



THERE are in the Northern 9 Counties of New Jersey 11,480 grocery stores.

They serve a population of 2,349,000—530,272 families.

It takes, therefore, but 46 families to support each grocery store—as compared to an average of 104 families for the country as a whole.

An enormous market, the Northern 9 Counties—and outstandingly desirable.

View it in comparison to two great cities—Chicago and Philadelphia.



Chicago, with a population of 3,392,000, has 11,012 grocery stores.

Philadelphia, with a population of 2,442,000, has 6,386 grocery stores.

The population of the Northern 9 Counties, only a little smaller than Philadelphia, supports nearly twice as many grocery stores.

Only two-thirds as large as Chicago, it supports more grocery stores.

And they are prosperous stores doing a large volume of business with prosperous, well-to-do, well-living families who make up this rich section of the Metropolitan area.



The food expenditures for the families in the Northern 9 Counties are estimated at $402,599,257, which is 3½ per cent of the total national expenditure for foods.

The road to the favor of the quality families in the Northern 9 Counties is through Charm, The Magazine of New Jersey Home Interests. Charm's circulation, 81,237, in this area is the largest and by far the best of any magazine.

CHARM

The Magazine of New Jersey Home Interests

Office of the Advertising Manager, 28 West 44th Street, New York



The Space Buyer's Value To His Client Is— *His Knowledge of Media*

THIS illustrated brochure is a complete analysis of the *financial* market and the leading publications in this important field.

It is made up in convenient form to fit snugly into your files, carrying the current issue of The Magazine of Wall Street for handy reference.

We shall be glad to send you a copy on request.

The MAGAZINE of WALL STREET

Member A.B.C.

VICTOR E. GRAHAM
Advertising Manager

42 BROADWAY NEW YORK

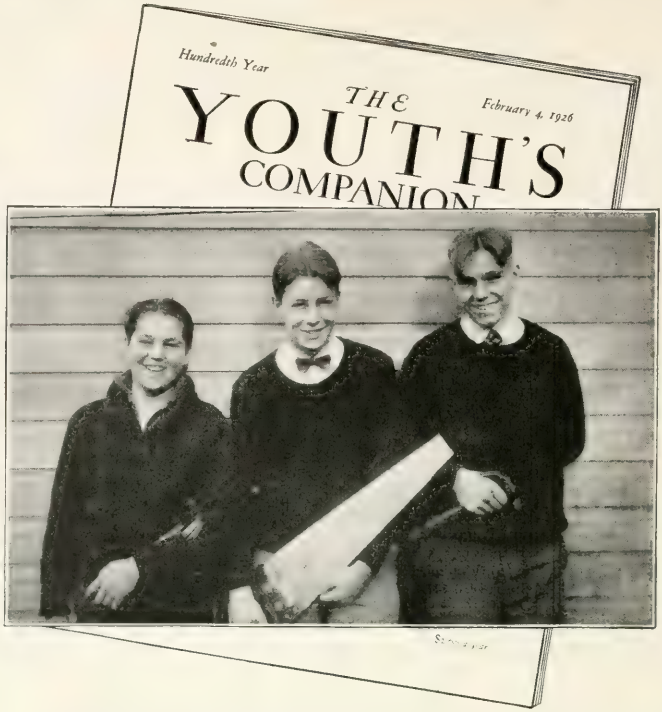
"It is human nature to prefer the known to the unknown," said Thomas, as he handed over the new letterhead on Cranes Bond.

Cranes Bond is for official business stationery—checks, invoices, banking forms, and all business instruments which circulate among the public. It is dated and water-marked at Dalton. Made slowly of all new white rags, it is generally considered the premier business paper of America, and its wide use by the largest financial and industrial organizations gives you—as a Cranes Bond user—a kind of association which is recognized and respected as a symbol of good taste and business integrity.



Cranes Bond is not stationery. It is the material from which your engraver, lithographer, or printer makes letterheads. Look for the Crane water-mark in your morning's mail. It stands for 100% NEW white rag stock, the bank notes of 37 countries, paper money of 917,000,000 people, government bonds of 47 nations, and 125 years' experience.

CRANE & COMPANY, INC. DALTON, MASSACHUSETTS



Y. C. Lab. Going Strong

Thousands of Boys joining every month—Local Labs being organized in cities, towns and villages from coast to coast

The Lab. teaches boys to find out in a correctly analytical way "what makes the wheels go 'round" or whether the big idea each boy may have can be developed for practical use. Local Labs. conduct experiments by testing everything out under the supervision of the Home Lab. at Boston, where faculty members of the Mass. Institute of Technology serve as advisors and directors of the work. Whatever the Youth's Companion publishes in its Lab. Department has been put through a practical Lab. test and proven correct—Result—

THE YOUTH'S COMPANION

100 Years Young

Is the Boys' handbook of knowledge concerning all or anything they use or make for sports, recreation, or housing the family car or Aunt Mary's prize Leghorns.

Circulation Mounting Steadily

275,000 Net Paid (ABC) Rebate-backed Guaranteed

Buy on a Rising Tide

THE YOUTH'S COMPANION

8 ARLINGTON ST. BOSTON, MASS.

An Atlantic Monthly Publication

Advertising & Selling

VOLUME EIGHT—NUMBER FOUR

December 15, 1926

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Courtesy The Crosley Radio Corporation

RADIO has developed with amazing rapidity. Once a novelty, on its sixth Christmas it finds itself in an assured position as a familiar attribute to modern living, a generally accepted form of entertainment at home, club and assembly. As an advertising medium, however, it is still very much in the experimental stage, although in the last year a great deal has been developed and discovered about its possibilities. The average advertiser, none the less, remains in some confusion concerning the advantages, disadvantages and opportunities of this new medium that is ready for use. Just what it can do, who can best use it, how it should be selected, are a few of the questions touched upon by Edgar H. Felix in his article in this issue.

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J. H. MOORE, *General Manager*
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Telephone: Caledonia 9770

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CHESTER L. RICE

CHICAGO:
JUSTIN F. BARBOUR
Peoples Gas Bldg.; Wabash 4000

NEW ORLEANS:
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Mandeville, Louisiana

CLEVELAND:
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405 Swetland Bldg.; Superior 1817

LONDON:
66 and 67 Shoe Lane, E. C. 4
Telephone Holborn 1900

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Do You Advertise Where Your Goods Are On Sale?

"We have distribution only in the buying centers where there is a market for quality silk hosiery," said the vice-president (in charge of sales) of a nationally known brand of hosiery.

"When we made our advertising plans for fall, we realized we couldn't sell hose where we had no dealers."

"So we found out which magazines had the greatest concentration of circulation in the places where our stockings were on sale. We found Cosmopolitan at the top of the list."

"That is why we are advertising our hosiery in Cosmopolitan instead of several magazines we formerly used—we like to advertise where we sell goods."

The advertiser quoted above is only typical. The primary market for most items of quality merchandise is the important buying centers of the country.

And 90% of Cosmopolitan's million and a half families live in these buying centers where 80% of the nation's business is done.

Furthermore, Cosmopolitan reaches a select audience of the quality buyers within each of these centers. The same folks who willingly pay the higher price to get Cosmopolitan quality in a magazine are the buyers of quality merchandise in other lines.

We urge other advertisers to analyze their distribution and sales possibilities. Our new book—"The Cosmopolitan Market—A Merchandising Atlas of the United States" will be exceedingly useful. It gives detailed information about each of the 657 principal trading centers and the complete urban market—the Cosmopolitan market. If you haven't received a copy, address our nearest office.

Advertising Offices

326 West Madison Street
CHICAGO, ILLINOIS

119 West 40th Street
NEW YORK CITY

5 Winthrop Square
BOSTON, MASS.

General Motors Building
DETROIT, MICHIGAN

625 Market Street
SAN FRANCISCO, CAL.

DECEMBER 15, 1926

Advertising & Selling

FREDERICK C. KENDALL, *Editor*

Contributing Editors: EARNEST ELMO CALKINS ROBERT R. UPDEGRAFF MARSH K. POWERS
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R. BIGELOW LOCKWOOD JAMES M. CAMPBELL FRANK HOUGH, *Associate Editor*

Broadcasting's Place in the Advertising Spectrum

What Does It Cost? Does Your Product Lend Itself to a Broadcasting Program? What of Follow Ups?

By Edgar H. Felix

COMMERCIAL radio broadcasting is the baby of the advertising family. Its character is beginning to be understood; its field of service to be gradually demarked. At first advertisers tried to make radio a salesman by delivering direct sales talks to the microphone, but as a sales power it failed miserably. The radio audience routes camouflaged advertising by a deft flip of the dial.

Commercial broadcasting has come into its own as a diplomat, and so long as it concentrates upon being agreeable, and so long as it avoids selling propaganda, it is welcome in every kind and class of home. Even in the most exclusive residences, where the canvasser has to face the butler and the bloodhound, the commercial broadcaster enters as a welcome guest to make his good will impression.

Commercial broadcasting is now recognized as a medium for winning good will and as a method of establishing a pleasant association with a trade or firm name. It makes



© Bain News Service

LIKE all media for advertising, the radio has its own advantages and limitations. Not every advertiser can use it successfully. What it can do and for whom are questions important to every business seeking new publicity

advertising more effective because reader curiosity is aroused and favorable association is established with the trade name of the successful commercial broadcaster. Sales resistance to direct over-the-counter solicitation is reduced by good will association. We find commercial broadcasting not a primary medium, the useful service of which may be measured in dollars and cents, but a supplementary medium which helps the work of all sales stimulants. It is the lubricating oil and not the gasoline motive power of the selling force of advertising.

Recognition of this fact places a definite limitation upon those who can use the microphone to advantage. Naturally, products widely advertised are likely to be effectively aided by the broadcasting medium, because extensive advertising in all kinds of consumer mediums implies an appeal to all classes of society. Broadcasting likewise reaches all classes of society. Lack of space precludes a study of the nature,

extent and classification of the radio audience, but it can be demonstrated that all strata of society are of concern in sales efforts represented in the radio audience.

Another factor which aids in determining a natural user of the broadcasting medium is the frequency of purchase of a product in the life of the individual. Wardrobe trunks and family silver do not have high frequency of purchase; shaving creams, cosmetics and cigarettes do. The higher the frequency of purchase, the greater the chance that the impression made by sponsoring a radio program will be brought to bear as a sale is made.

High frequency of purchase is not, however, an essential qualification of the broadcaster's product. Some products are bought with the accumulation of many sales impressions. For example, your present automobile is probably of a make the advertising for which has exerted its selling influence on you for a period of years. Yet, the chances are that when you went to buy a house, it was not until you were ready to buy that specific real estate advertising exercised a potent influence on your choice. Products depending upon cumulative impressions of trade name may be effectively served by broadcasting. Conversely, goods not habitually purchased by trade or brand name are not likely to find the new medium of value.

ANOTHER feature tending to make a good commercial broadcaster is a product sold in a highly competitive market with many rivals having little difference in price, quality and effectiveness. For example, there are numerous brands of soap chips, flakes and powders which do about the same work and which do not, therefore, inspire great consumer loyalty by the possession of specialized characteristics. The curiosity impulse, aroused by broadcasting, is often sufficient to cause an experimental switch of brand.

A special class of merchandise which should be considered for microphone attention is composed of those products especially suited to aural demonstration. The Victor programs, for example, were literally samples of Victor records, offered to the radio audience. Hohner's harmonicas and the Skinner residence organ have been demonstrated to hundreds of thousands, if not millions, by radio. Many a logical user of the medium is apparently passing it by, and there is more than one who seems to be wasting his money.

Assuming a concern to be suited to the medium, its broadcasting problem has only begun. Its advertising manager is likely to be facing numerous solicitors from various commercial broadcasting stations, particularly if he is located in a congested radio center such as New York, Chicago or Los Angeles. It is estimated that there are twenty stations in the New York district actually selling time on the air, and some thirty in nightly operation. What station should be selected? Most broadcasters make greatly exaggerated and confusing claims as to the service area which their stations cover and the most fantastic estimates as to the number of people listening to their program nightly.

The long distance records of a station have no bearing whatever upon the group which constitutes its regular listening audience. WEAF, for example, has been heard in South

[CONTINUED ON PAGE 44]

Wanted: Some Impossible Young Men

By Ray Giles

IN the old days the shiftless son of the family was encouraged to become a minister. Later on he turned his hopefully indifferent eyes in the direction of the "efficiency engineers."

Today in his pursuit of a light and genteel occupation he wonders, "Which shall I be—a bond salesman or an advertising man?"

To the agency executive he says, "Of course, I would be willing to write copy for six months or a year, but then I want to be an account executive."

To the manufacturer, "If I start in the advertising department, how soon can I be salesmanager or chairman of the board?"

If the needs of the advertising field might be summed up in a few paragraphs, I think they would read something like this:

We want young men who are not in the advertising business by accident, by whim, or merely because of the alleged huge salaries it pays.

We want young men who are even more interested in advertising than in golf, saxophone playing or what kind of a hobby have you?

We want young men who can give birth to good advertisements without calling in the doctor every ten minutes for six months ahead of delivery. Or, to put it more elegantly, young men who can think things through on their own initiative without requiring a lot of brain massage by harassed executives and others.

We want men who are good right now, but who are convinced that within two years their product of today will look as obsolete as that new Java dragon in the Bronx Park Zoo.

We want men interested in ideas, in words, in people. They may read only sophisticated novels, but they must be able to mix with all kinds of people with comfortable feelings on both sides.

We want young men who are plowing at least a part of their spare time back into equipping themselves to be still better advertising men.

We want young men who are so absorbed in advertising that at 5 o'clock the next day's work often looks even more interesting than the evening's entertainment.

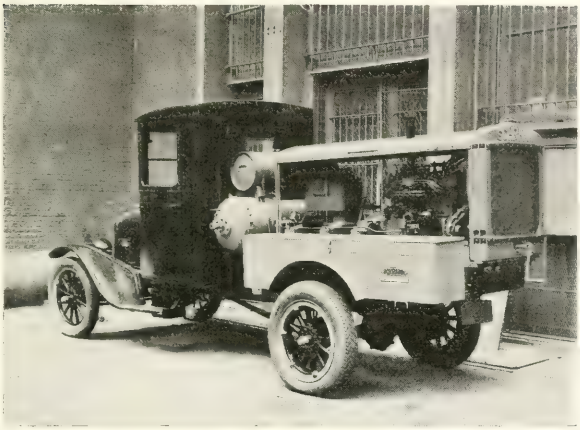
Demonstrations That Produce 85 Per Cent of Our Sales

By A. O. Witt

Schramm, Inc., West Chester, Pa.

BACK in 1923 we were confronted with a problem that we felt required radical measures for an immediate solution.

Repeated answers to questionnaires submitted to our distributors proved conclusively that they were not visualizing the sales possibilities of our compressors, nor were they capitalizing the fact that we had many distinctive features not found on the average compressor.



An analysis of our trade papers and direct mail campaigns proved to us that we had elaborated these features strongly enough to make them predominate over all of our advertising. In our daily contacts with distributors and their salesmen, every effort was made to impress them with the necessity of dwelling on those facts when talking to compressor prospects, but still the response was not general enough to prove that we had put the idea across.

It was then that we conceived the idea of using demonstrating outfits to help us.

A careful survey was made of the number of calls per day by our men over a period of nine months, together with the cost per call, so that a comparison could be made between the old method and the new. We then equipped three Ford one-ton chassis with our latest and most popular size compressors, conducted our experiments in three widely separated territories, and watched the effect.

Before a week had elapsed each of the men had sold his complete demonstration machine and developed a very substantial number of prospective buyers. In addition they had increased their number of calls seventeen per cent and gained the confidence of the men working on the job by staging demonstrations for them. In this way they had got their full support. Thus encouraged, we immediately equipped the balance of our salesmen with demonstrating machines.

We also encouraged our distributors to arrange demonstrations wherever possible. This gave their salesmen an advantage which they quickly recognized. Being, in most instances, men who had many other products to sell, they naturally were not as well equipped to remove sales resistance created by competitors as easily as factory men, but with the opportunity actually to demonstrate, they would tell a prospect merely that, without any obligation on his part, they would show him one of the compressors in operation and let him judge its merits for himself.

We realized, of course, that a condition like this could be very much abused. In several instances unscrupulous men tried to get, for a short period, demonstrations which would permit them to do all the work necessary on their particular job and allow them to return the compressor without making any payments. We had anticipated this by providing our distributors with a demonstrating order form. We asked a prospective buyer to sign it, as an act of good faith, and to indicate on it that he had the necessary work which would require a compressor, and to commit himself to buy if the demonstration proved entirely satisfactory to him.

Our percentage of returns from demonstrations of this type has been very low. This plan has also enabled

[CONTINUED ON PAGE 67]

PHILADELPHIA NEW YORK

SCHRAMM, INC.
MANUFACTURERS
AIR COMPRESSORS
HOME OFFICE AND FACTORY WEST CHESTER, PA.

CHICAGO PITTSBURGH

FREE DEMONSTRATION ORDER.

SCHRAMM, Inc., Date . 19 .
West Chester, Pa.
Gentlemen:

I have work on which compressed air can be used and would appreciate a free demonstration of a "SCHRAMM" Compressor on my job. The type and size desired is

The price of this complete compressor outfit is to be

The work this compressor will be used on is

and all tools should be supplied to do such work in accordance with suggestion No. shown in suggestion sheet No. The price of these accessories is to be

It is understood that if the demonstration proves satisfactory I will purchase the outfit.

Your very truly,

Customer's Name
Individual
Street and Number
City and State

Dealer
Street and Number
City and State

THE blank reproduced above is the demonstration order form mentioned in the article. It is given to the distributor with instructions that it be made out in duplicate and include the price of the complete outfit so that there will be no confusion regarding the price

Mr. Lemperly Has Started Something

By James M. Campbell

A FEW weeks ago, Mr. C. M. Lemperly, director of sales development, The Sherwin-Williams Company, wrote a letter to Henri, Hurst & McDonald, his company's advertising agents, in which he suggested that representatives of publications be advised that "solicitations of representatives have become so burdensome as to make a real obstacle in the conduct of the work of our advertising departments," and that "if these calls continue as they have recently, it will be necessary to close the advertising department for business."

Mr. Lemperly's plaint—for that is, really, what it is—was reproduced in ADVERTISING AND SELLING of November 3 as the text for an editorial, "Is This the Solution?"

Publishers' representatives, advertising agents and advertising managers immediately took typewriter in hand and expressed themselves in no uncertain terms to the effect that the solution suggested by Mr. Lemperly—"from now on our contact must be through you rather than direct"—did, or did not, meet the requirements of the situation, the point of view depending, of course, on whether the aforesaid typewriter was the property of a publisher's representative, an advertising agent or an advertising manager.

As might be expected, representatives were strongly opposed to the idea of being denied the privilege of interviewing advertisers. As also might be expected, advertising agents favored the idea. So did advertising managers, though more than one of them took pains to "soft-pedal" their comments.

The editor of ADVERTISING AND SELLING has asked me to assay these arguments, "because," said he, "you have had advertising agency experience, you have served some of the most important advertisers in the country as advertising manager, and you know many publishers' representatives well enough to be sympathetic to their point of view."

Before doing this, let me quote from some of the letters which are before me. Most of them have been —or will be—printed in full in ADVERTISING AND SELLING. But the "meat" of them is given below.

From publishers' representatives:

We have tried as far as possible to avoid persistent calls where they seemed unnecessary, and by the use of a "tickler" system have still managed to follow up prospects at the psychological moment without waste of effort and with as little annoyance as possible to the advertiser.

Would it not help matters if all large advertisers established file folders for each publication, the folders to be of standard size and supplied by each publication? This feature might be supplemented by an intelligent young man breaking into the advertising business, who would interview publication representatives and add sufficiently important data to that publication's folder. Then when consideration of the list is under discussion the folders could be brought out and all information would be available.

* * *

Publishers and their representatives should see in Mr. Lemperly's announcement a grave reflecton upon themselves—and these reflections should not be charged to Mr. Lemperly but rather to themselves. The business man cannot afford to waste his time even to maintain a reputation for courtesy. On the other hand, the business man does not consider his time wasted with the man who gives him a *quid pro quo*.

I know of many representatives in the trade and industrial fields, who are constantly contributing much to the development of advertising successes in their respective industries, who are welcomed by manufacturers and advertising agents alike; and who probably do their best work with the manufacturer whose language they know and who in turn understands the business paper better than his advertising agent does.

I may be mistaken, but I am inclined to believe that certain representatives will still continue to see Mr. Lemperly as they always have because he has doubtless found among his "callers" at least a few such men as I have above referred to.

In the textile field, with which I am particularly concerned, I recall few cases where the advertising agent has not welcomed our contact with the manufacturer. In some cases the agent has himself established for us that contact with the manufacturer who had taken somewhat the same position taken by Mr. Lemperly.

I do not believe that any who may thoughtlessly follow The Sherwin-Williams Company's announced policy will continue to do so long; and I write this letter as a "Stop, Look and Listen" sign to those who may be thinking of putting up "Verboten." There are two sides to every wall.

From advertising agents:

The real truth is that probably not one-fourth of the representatives who call have anything pertinent on the account that the agency man is laying out. Most of them are out merely to "sell the publication generally" or to impress their own personality.

I say that the general merits of the publications ought to be "sold" through advertising in the business magazines and in other ways. I can see no reason for an expensive call on an advertising agency to impart the news that the publication represented has gained 18,000 circulation since last April, that 20.4 per cent of its readers are in the $10,000 income class or better, that a prominent feature of the winter numbers will be Professor Somebody's articles on Rural Buying or Foreign Markets.

I often wonder what is wrong with the advertising department of a magazine or newspaper when it has to send some one to present orally general information that could be given effectively in either a business-magazine page or a letter.

* * *

1. Tell the publishing world to adopt a standard physical form and a standard topical outline for those essential facts about a publication and its market which are not covered by A. B. C. reports and the standard rate card.

2. File these reports as religiously as the architect files building material literature which conforms to the A. I. A. standards in form and indexing.

3. Don't let publication representatives waste their time and yours merely repeating dope that should be in print and on file.

4. Confine personal presentations of solicitors to one of two classes:

a. In season, concrete and well-organized presentations showing the specific application of given mediums to current problems previously outlined, preferably by the agency.

b. Out of season, equally well organized, once-and-for-all presentations of publication history, aims and excuse for existence.

From advertising managers:

We are situated in a small town between Detroit and Chicago where train service is none too good. It has been our policy to grant interviews to all who ask for them because of the difficulty of getting to and from the cities, but we are beginning to feel that the solicitors are taking advantage.

I feel, as does the Sherwin-Williams Company, that much value is to be gained from these gentlemen but it has simply reached a point where business activities suffer because of the time required to talk to these advertising representatives.

* * *

We have found that by recommending to representatives that they telephone in advance and arrange for appointments the whole situation is considerably improved. It has not been our experience that the representatives of legitimate publications take up an undue amount of time. It is the fellow who is trying to get advertising for programs and for special issues of more or less undesirable publications and others of that kind who takes up a lot of unnecessary time.

* * *

I have always had the belief that advertising solicitors can teach me something; that, if I miss seeing one, I might miss some good idea or some valuable information.

It is true that advertising solicitors themselves are to be blamed in many cases for wasting the time of advertising managers or of their assistants. They themselves could cut down their calls to a few minutes instead of stretching them out.

* * *

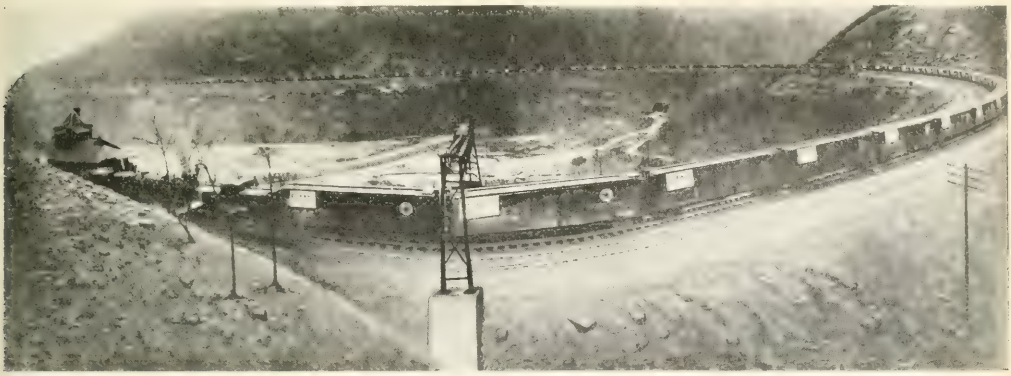
We have not gone so far as to leave entirely to our agency the interviewing of publishers' representatives, because we feel that a good representative contributes to our own education. We have tried to systematize that part of our work, however, by limiting calls to the afternoon and by insisting that interviews be business-like, well organized, and as brief as possible.

The chief advantage in setting a certain period for calls is that work requiring concentration is then uninterrupted.

* * *

If we were to interview all of the advertising solicitors who would call on us, were our policy of directing them to our agency

[CONTINUED ON PAGE 65]



Why Freight Rates Are Important to the Advertiser

By Albert H. Meredith

THAT the United States is a large country is a lesson quickly impressed upon any manufacturer who undertakes national merchandising. After he has met all the problems of climate and custom, buying power and adaptability as applied to his product, he comes squarely to face with the matter of price. An important factor in price is the freight; far more important to the purchaser than to the manufacturer.

When such a manufacturer becomes an advertiser he can no longer ignore this element of the final price. Until the day of launching his campaign he may have turned a deaf ear to distant buyers as they complain of high freights by merely allowing them to work out their own salvation. The result is inevitably that if a competing make enjoys substantially lower freights the competitor gets the business. Should an automobile maker, as example, erect a factory in New York and be able to turn out a car the equal of Buick, he would, for the eastern markets, be able to sell at $100 under Buick delivered prices and yet net more at the factory than Buick now does.

But when advertising begins, the goal is nationwide distribution. Faraway Nevada, with its thin population and small purchasing power, is just as necessary to the merchandising plan as New York, with its density of people and its wealth. Nor can the advertiser in all cases omit mention of price. Should he withhold this bit of information, it is quite possible that prospective buyers might be scared away by the fear of a prohibitive price. Yet if the ultimate price to the consumer is to be identical throughout the country, the advertiser is compelled to decide how he will meet the freight situation. Shall he prepay all freight? Shall he equalize freights by allowances to high-rate districts? Shall he set a factory price and let each customer decide for himself whether the article is so desirable as to warrant a higher ultimate price than another with less freight tolls?

THIS very practical situation is met in various ways. Occasionally copy is used that reveals utter failure to grasp the problem, with the result that the effective pull of the advertisement is negatived by eight or ten words in small type at the end of the copy.

Reference has been made in these articles to the resentment of the West over its freight rates. How this sectional envy may be turned into a good use is shown by a Cleveland maker of confectionery. His goods are sold to retailers in five-pound cartons for resale as counter "loose candy." His copy in trade journals, addressed primarily to jobbers, runs thus:

> Jobbers: Tell This to Your Retailers. If sold at 4 ozs. for 10 cents, East of Mississippi River, brings retailer $2 on each carton; West of Mississippi at 3 ozs. for 10 cents, brings retailer $2.65 on each carton.

Such copy is far better than shouting that freight beyond the Mississippi will cost the retailer more.

The advertiser, on the contrary, makes a clever appeal to the distant retailer, who without conscious thought reaches for a pencil in order to verify the additional sixty-five cents per carton. The copy has focussed the customer's mind on his gross income per carton. The higher freight to be paid fades into insignificance. The manufacturer, in this copy, has completely met the freight situation, not by ignoring it or by offending the retailer, but by showing a way out of the difficulty.

Of greatest importance is the copy for national advertising, which applies, in a general way, to goods advertised by the manufacturer to be purchased, however, not from the maker direct but from local retailers. If men who write copy—and those who control price policies—could spend a week "west of the Rockies," their blue pencils would forever af-

terward delete all references to "slightly higher prices."

A day in Salt Lake City will uncover tremendous complaints. Consider the facts. That city enjoys many natural advantages as a manufacturing center: coal, climate, raw materials, abundant labor. After the opening of this century, factories were started there in a timid manner. Their projectors were rewarded by rapid and immediate growth. But from a clear sky, one day ten or eleven years ago, the railroads were allowed "an exception" to the long-and-short haul prohibition on shipments to and from the Coast. From that day, those Utah factories could not compete in all that territory between themselves and the Pacific, anywhere from Mexico to Canada. Freights favored plants east of the "Missouri River crossings" which could back-haul from the Coast and short-haul from the East at such wide divergencies in freights that profits vanished for those Utah concerns. They closed down. Under war-time pressure for production, the railway administration restored the old rate base. The factories, however, are still idle. Why? They dare not entrust their capital again to the possibility of discriminating rates.

Every stockholder in these artificially stifled enterprises is roused into bitterness every time he is reminded of "slightly higher prices." So, also, is every woman who moved to Utah fifteen years ago when her husband (or father) severed all ties to become an executive of one of these expanding factories, but whose high hopes are skeletons of memory today while he "makes a living" at such work as he was able to obtain when the freight-rate crash came upon them.

Salt Lake City is by no means alone in such unpleasant regrets. Scores of important cities and hundreds of county-seat towns hold an equal grudge against "freight rates." In the November elections of the current winter the most telling appeal for reelection in those States was a showing that the candidate during his present term had secured reductions in interstate freight rates. These facts are meaty with suggestions to any advertiser who covets western distribution.

NORTH of Utah lies Idaho. With a population of half a million, this State has, since 1920, lost 60,000 of that population (one-eighth of its total). We have for this statement no less an authority than Idaho's own Senator Gooding. That gentleman maintains that "with the mineral wealth of the State, with its great agricultural valleys of wonderful fertility, there is no reason for this movement *except* uncertainty. Capital will not invest in a region where a shift in railroad rates may at any time put it out of competition." That State, "little known Idaho," ranks high among the forty-eight for per capita wealth and per capita income. It stands first, or close to first, in the use of electric cook stoves, and electric household and farm equipment.

Advertisers, to judge them solely by their effulgencies, fail to appreciate the situation. Or can it be that they see the great buying market of the East so intently as to care naught for the millions of consumers in the inter-Mountain States?

What actually happens, only too often, may be gathered from the opinion of the chief bank examiner of one of those States when he was, last summer, a guest at my summer home in New York State. With my eye on my radio, he shot at me:

"Yours is a fine radio. And the makers are plain fools. In my State they are spending thousands of dollars to advertise. Then they damn their own wares so that no merchant can borrow from his bank on the stock. When they advertise 'prices slightly higher in Canada and west of the Rockies,' they are besmearing us as 'damn foreigners' along with the Canucks. I happen to know that fifty cents per radio will cover the additional freights in our State, as compared with 'east of the Rockies,'

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Eleven Items of the Credo

By Ralph McKinley

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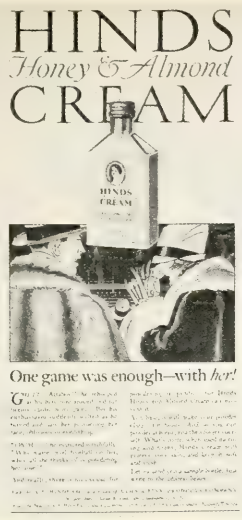
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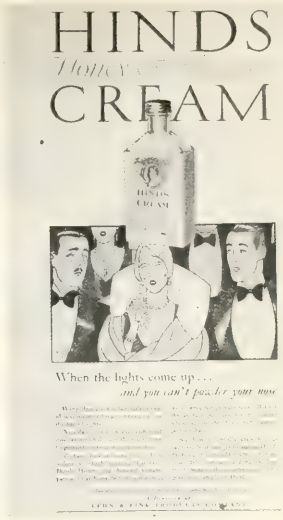
1. That a trip through the factory is of vital importance to the new advertising man.
2. That his competitors publish pretty good advertising.
3. That his advertising manager should help him fight off the agency.
4. That his salesmen are bright and energetic.
5. That free publicity is a powerful force and he should get more of it.
6. That the word "marvelous" is a good one and the word "wonderful" a bad one.
7. That he could write better copy himself if he only had time.
8. That big logotypes are desirable because they catch the eye of the casual reader.
9. That Ford succeeded without advertising.
10. That retailers are a pretty sad lot.
11. That we always used to have snow on Christmas.

—of the Cast Iron Agent

1. That a trip through the factory probably will bother his flat left foot.
2. That the advertising of the competitors is pretty poor stuff.
3. That the advertising manager should help him fight off the client.
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A Boon to Mere Man

By H. G. Weekes

MANY of the votaries of advertising have for some time attributed to the object of their adoration the worthy quality of being "educational." The scoffers scoffed; salesmen were freshly filled with enthusiasm; the knowing ones looked pained. In the meantime the nation became educated and stopped having dandruff, bad breath, fallen arches, and metal touching its citizens' skins. Just why getting all the girls to wear almost-all-but-solid silk stockings, and the boys to wear Bond Street clothes by Broadway out of Rochester, should be educating them was never explained satisfactorily to the troubled purists. Not that it mattered. The effects in general were alleviating to the sufferings of the sensitive. Legs were no longer festooned with limp cotton; hat brims were no longer troubled by ambitious lapels; and peas nestled happily around forks all over the country, wherever the rate of literacy was reasonably high.

However, troubles of mankind being painlessly eradicated by philanthropic manufacturers were always, as you can readily see, elementary; the democratic difficulties fostered by unkind fate. The more subtle trials and puzzles were left untouched; all was not perfect.

It has long been an unsettled question whether women dress and make-up to please themselves, other women, or merely stray men. Various self-appointed experts and authorities have declaimed ponderously upon this academic problem, and with a great show of learning. But none of them has agreed with any other of his experienced and erudite colleagues. It is just another of those problems being left to Youth for solution.

BUT one point does stand undisputed: for whomever it is that women dress, it is man who not only always pays, but often suffers as well. The modes sweep on with increasing daring, and the dangers to the unhappy male remain. The long hatpin has disappeared, but the silk sock slaying high-heel has grown. While the bob and shingle have eradicated the telltale long hair, the increased use of cosmetics has developed endless new traps and annoyances for the indiscreet male. Which brings us belatedly to our point.

A. S. Hinds & Co. have made a new orchestration of an old theme. It is intelligent; it is original; and consequently it should appeal to the woman who is too blasè to pay attention to the ordinary advertisements, while at the same time it should catch the wandering notice of the girl who reads all blankly and is affected by none. Whether or not the female devotes to fashions a large percentage of her allotted life in order indiscriminately to attract a male, it is certain that she takes some interest in his attentions, and that advertisements that will tell her "how" will gain her good will and attention. If they can also sell her their goods, they are from the technical standpoint practically perfect.

Most of the snares laid for womanhood's dollars lay stress on the obvious. All the daughters of Eve know that good looks, good grooming, intelligence and personality are the necessities in their race for husbands. But when they eagerly search the back pages of their magazines for detailed information distributed by philanthropic advertisers, they learn that they must send for eight volumes of the history of the Persian wars, that they must buy *Bonne Nuit* perfume; that they must wear Wontfit overshoes.

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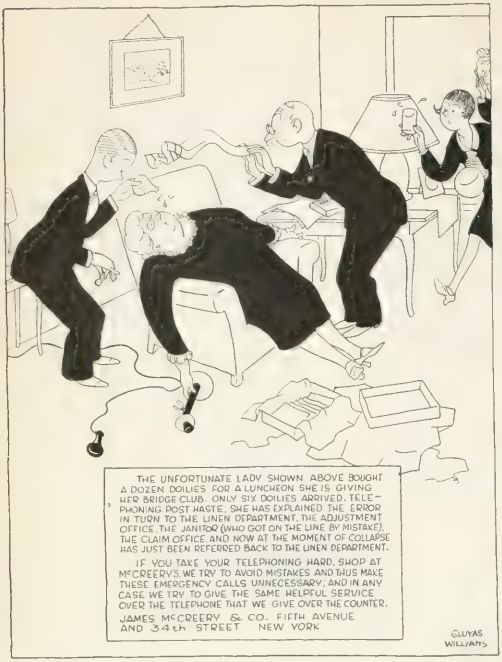
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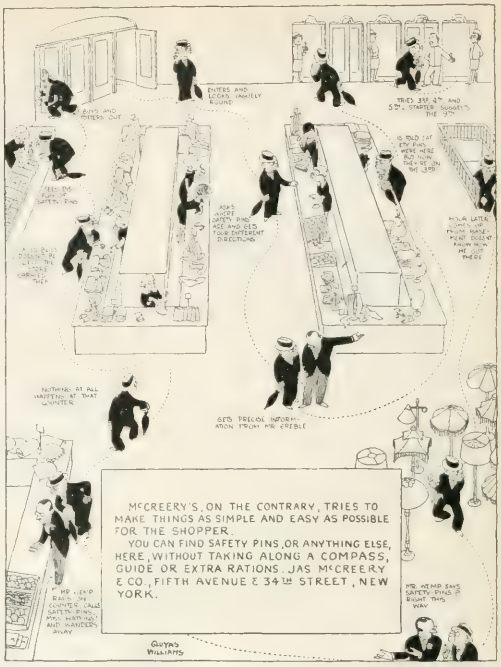
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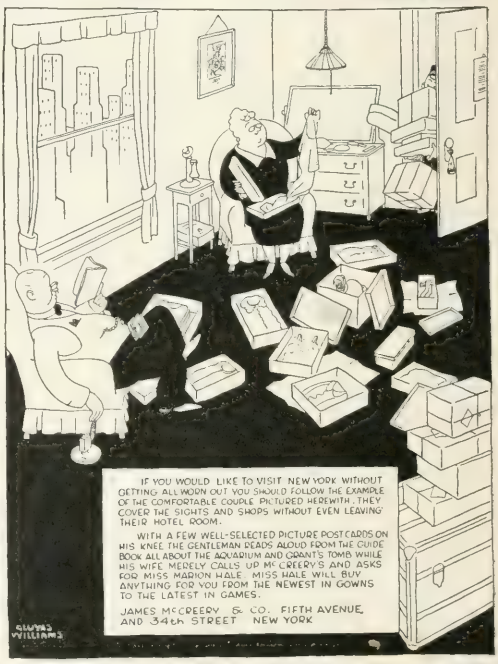
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[CONTINUED ON PAGE 79]









WHEN scientists and philosophers have successfully lured the glaring beam of publicity into the dim seclusion of their cloisters their bait has as often as not been an alarming study of the premature collapse of the business man. Their diagnoses have varied, but none has mentioned "shopping." Yet thousands of husbands have taken an unnatural interest in caskets after a day at the stores. Gluyas Williams and James McCreery & Co. are to be commended for exposing the evil and indicating a remedy

Out of a Job at Fifty

What Are the Chances for an Agency Man Who Forgets to Be Prepared for Emergencies?

By S. E. Kiser

LON G. WARE, president of the Long Ware Felt Slipper Company, feeling the need of rest and change decided to "run over to Bermuda." There he fell in with Bidwell Masters, president of Masters, Freeman & Werp, Inc., Advertising and Merchandising.

Mr. Ware and Mr. Masters became very friendly right away. There were no prohibitory conditions surrounding the consumption of liquid encouragement; Masters was accompanied by his attractive wife and her more attractive sister, both fair hands at bridge, and the stories that man could tell! Oh, perfectly proper ones, you understand—stories that the ladies could listen to without being embarrassed in the least.

Mr. Ware was having such a delightful time at the end of his second week in Bermuda, and the climate was doing him so much good, that he decided to extend his vacation for ten days. That made it possible for the whole party to return on the same boat to New York.

Well, you know how such things are likely to work out. When Mr. Masters got back to work he was happy to announce to his associates that he had landed the Long Ware Felt Slipper account.

Notice of the proposed transfer was received with no hilarity in the O. B. Gone Agency, which had handled the account for eleven years. Several other important accounts had recently slipped out of Mr. Gone's possession, and this blow, wholly unexpected, fell with a sickening thud.

It was particularly painful to Warren Marsh, account executive and copy writer. He had helped to build up and develop the Long Ware Felt Slipper account. It was his baby. His work on it had been good, everybody admitted that, and the account had been a profitable one to the agency.

When Marsh was called into Mr. Gone's private office, a few days after the receipt of the bad news, he knew fairly well what the line of conversation would be. Mr. Gone was sorry. The staff had to be reduced. Marsh would be carried on the payroll for a month, which would give him time for cleaning up such work as remained to be done on Slippers, and he could look around meanwhile for the purpose of "forming another connection."

Oh, that would be easy! Everybody assured Marsh that with his experience and the prestige he had built up as the active man on the Long Ware account, he would merely have to step out and take whatever happened to suit him.

AFTER the lapse of a couple of weeks the boys in the office began to ask him whether he had landed anything.

"No, he hadn't exactly settled on anything yet, but he had several things in view." You know how it is.

"Well, don't worry, old man," the boys would say. "You'll turn up something, all right."

Oh, sure! He wasn't worried at all. It was just a matter of deciding which of his "good, live leads" to follow up.

Ah, those "good, live leads!" There are many heart-breaking stories behind the "good, live leads" and the "several things in view" that are referred to so bravely by agency men who go out hunting for jobs.

Poor old Marsh! Like many another man who has gone along complacently for years and years in agency work, he always had found himself keeping about an even pace with the payroll. Like many others, too, he had been hoping every month that next month he would find a nice little balance to his credit.

While his hair was turning gray and becoming thin his children had grown up. He had seen them through school; his oldest boy was taking care of himself, and one of the girls had married. Still, somehow, the expenses had continued.

Perhaps Marsh and his wife had not managed things quite right. They might have followed the example of a successful cracker manufacturing company, and economized by rounding off needless corners—but they had permitted their corners to remain. Naturally, they felt that they were entitled to some of the luxuries of life. They had to have a car, of course. Everybody else had one. Then there was the move to the more modern and expensive apartment, where they had to have new furniture, a radio, and all that sort of thing, and, finally, there had been the wife's operation for appendicitis. That had set them back badly.

But everything would have been all right if Lon G. Ware hadn't taken that trip to Bermuda. Thus we see how a mere incident in one man's life may turn out to be tragic for others.

Warren Marsh, nearly fifty years old, was out of a job; with no investments from which to expect an income, and with "several things in view." His "live contacts," very promising at first, failed, one after another, to materialize into anything tangible. There were encouraging promises of the need of a man of his caliber as soon as business got a little better, or when an account that was just about to be landed came in.

AFTER each interview in which he had been assured that he could expect to be called for as soon as the big thing broke, Marsh would go his way with a light step and a hopeful heart. His name, address, and telephone number were always carefully taken by the gentlemen to whom he applied for work, but in most instances that formality might as well have been omitted. The memorandum was usually dropped into a waste basket or put into an odd corner and forgotten as soon as Marsh had disappeared.

Perhaps the men who asked him to "keep in touch" with them,

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A Justification of Installment Purchasing

By John J. Raskob

Chairman Finance Committee, General Motors Corporation

PREVIOUS to 1919 most automobiles were sold on a cash basis. We recognized, however, that if the industry were to be as successful as we felt it should be, it would be necessary to sell automobiles on credit. With a view, therefore, to control properly the extension of consumers' credits and to learn in practical experience what constitutes use and abuse, we organized the General Motors Acceptance Corporation in 1919 with an initial capital and surplus of $2,500,000. Today only twenty banks out of upward of nearly 30,000 banks in the United States have capital, surplus and undivided profits in excess of the $30,200,000 which the General Motors Acceptance Corporation now employs.

Its experiences and results have been attained under the following general rules and regulations:

First. It may be interesting to call attention to the fact that in a few States, including New York, organizations like ours, which deal with consumers' credits, are required to operate under the banking laws.

Second. It functions in a manner completely independent of the sales and operating divisions of the General Motors Corporation, so that the judgment of its credit men in the extension of credit cannot be influenced or overridden by an overzealous sales department.

Third. The credit granted is in a reasonable relation to the purchaser's circumstances; the terms must represent the minimum accommodation which the purchaser needs, based in each instance upon a careful analysis of purchaser needs; terms consisting of a certain down payment in cash and a fixed period of time for the balance are never arbitrarily assumed to constitute a good credit and be quoted to any seeker of credit in advance of any knowledge of his character, ability and willingness to pay.

Portions of an address delivered before the Academy of Political Science, New York.



Fourth. The dealer making the sale must accept responsibility for the purchaser's obligation through either endorsement or guarantee. This is in line with traditional practice underlying merchandising of goods in all trades. This endorsement or guarantee is perhaps the most vital factor in the direction of eliminating abuses in the extension of consumers' credits. No one can possibly have as intelligent a conception of the purchaser's character, ability and willingness to pay as the dealer and dealer's endorsement or guarantee underwrites his judgment of purchaser's character. While the physical security or collateral for credit is important, we should never permit ourselves to forget that *character* is the foundation of all credit.

THE mere fact that consumption credit of the new kind, or installment buying provokes criticism and arouses opposition must not surprise us. Every form of credit had the same difficulties to meet at the beginning. It was only as the result of long experience and careful analysis that what was sound in each form of credit was gradually differentiated from the unsound. Every phase of economic life has been attended by the addition of a new form of credit appropriate to its own conditions. Every great advance in the development of our nation has been first financed on credit and then paid for by the people in installments. Consumers' credit, paid in installments, is simply the adaptation of this principle to the individual's advance.

Let us return again to the purchaser. A banker has made this observation: "A man may be accustomed to spend all he gets and have nothing to show for it; he enters into an installment contract and, still spending all he gets, he now has something to show for it. This converts him into a property owner, and as a property owner he feels a new kind of self-respect and he also finds himself hungry for more property. It is said that in certain districts of the country workmen formerly could earn wages enough to live on their accustomed scale by working only part of their time, so after the fourth or fifth day of the week they would quit and take holidays. But now this has been changed, for, with obligations under the installment plan, they find themselves in need of an income—an income to pay for articles they have undertaken to buy, which articles tend to bring them to a higher scale of living, and so the labor situation has been definitely improved through the installment plan. Now a man who has put aside so much a month for an automobile, a radio, a washing machine, etc., and has these things to show for his payments, must be in a better state of mind to see the point of paying so much a month for life insurance protection for his family than before he had had such experience."

Life insurance in force has increased from $42,330,000,000 in 1920 to $72,000,000,000 in 1925, while our savings bank deposits have not alone doubled in the last seven

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THE · EDITORIAL · PAGE

Cooperative Censorship

THAT the plan of cooperative censorship, advocated in this publication some months ago, is both workable and effective is proved by the experience of the furniture interests in their "Name the Woods" movement.

Our readers will recall that, at the investigation of the Better Business Bureau, a group of furniture merchants in New York agreed among themselves to be accurate in their descriptions of the furniture they sold, naming the woods honestly. A set of standard terms was compiled and the merchants promised to follow these terms in their advertising.

Some interesting figures are now available which prove that such voluntary censorship of advertising is workable and decidedly worthwhile. In the city of New York, during one month a check was kept on furniture advertising and the number of advertisements was noted. Out of 298 items, only two carried false or incorrect descriptions. A remarkable showing.

This Name the Woods movement is being pushed by the Better Business Bureau and it is fast becoming national in scope. It is the most effective kind of censorship, for it is self-imposed. To make it completely cooperative, it would only be necessary for the merchants to present this code of censorship to the publishers and insist that they administer it fearlessly against all or any of them who might transgress it.

We believe some such form of cooperative censorship, investigated by industries or groups subject to the same temptations, offers the best and most effective means of putting truth into advertising and increasing its effectiveness by making it more believable.

Impetus to Air Travel

NOW comes the announcement of airplane luggage, being introduced by a Racine, Wis., manufacturer.

Not only does this open up a new advertising possibility, but it has great significance in connection with air transportation.

Granting reasonably safe airplane service, the impetus for air travel is likely to come, not so much from airplane manufacturers as from advertisers such as this Racine manufacturer, advertising the accessories or services incident to such travel. The influence of the take-it-for-granted-that-we-are-going-to-travel-by-airplane advertising that such firms will do will be more effective if anything than the direct bid for patronage by air lines or the direct bid for sales by airplane manufacturers.

Frank Discussion

READERS of our December first issue probably noticed the fact that, in addition to our regular letter page, "The Open Forum," two full pages plus several columns in the back of the book were devoted entirely to letters which were received in our offices. In this issue the same condition is repeated, and we have been obliged further to add a column to The Open Forum.

We publish this material for a number of reasons, even at the risk of boring some of our readers and bringing down upon ourselves some unfriendly criticism. In the first place, two vital questions of national significance to the advertising business have come up for discussion. In the second place, the men who have written us have been of such caliber, and their suggestions so constructive in nature, as to warrant them a hearing upon any matter of importance. In the third place, this frank and clear-sighted discussion is a spontaneous demonstration of reader interest, and is the sole *raison d'etre* of any publication.

We are glad that our readers are commencing to feel that in the columns of ADVERTISING AND SELLING they will find a free and unbiased medium for the expression of their opinions or the refutation of opinions of others. A business publication cannot stand still; it cannot be content to follow in the wake of its field and simply to echo the platitudes of the multitudes. It must ride the crest of the wave of progress. It must have its eye on the future, its ear on the ground and its finger on the pulse of business; thus and thus only may it qualify for leadership.

So we thank our readers for their letters. We hope as time goes on to find a more satisfactory way to handle such matter, but in the meanwhile we hope that our readers, having found the medium for their expression of opinions, will continue to make use of it.

Advertising Advertising

WE seriously question the wisdom of the movement to advertise advertising. It seems to us that the less the ultimate consumer's attention is called to the operation of advertising the better. The American public is already too advertising conscious, for one thing, and anything which tends to focus attention on advertising rather than on the thing advertised is of questionable benefit.

For another thing, there is admittedly so much poor and wasteful advertising done that to try to spread the mantle of efficiency and economy over the whole mass of advertising is to run the risk of appearing ridiculous to the thoughtful citizen—who is the only one the advertising of advertising is likely to impress, anyway.

Well conceived and properly executed advertising needs no advertising nor any vindication; the rest deserves none.

Space Selling

IN connection with the discussion being held at present over the problem of receiving publishers' representatives, the following letter comes to us from the advertising manager of a national manufacturer:

I have an idea that if you keep on, you will bring about a change in space-selling. Men like Stanton and Stoddard will never find any doors closed against them. They are ambassadors of advertising, not advertising solicitors. And it would be better for everybody if solicitors, who never will be ambassadors, cut out a lot of this "I've just dropped in to pay my respects" stuff and relied more on printed appeal than most of them do.

"Look Out, Dollar! Here They Come"

By Robert Douglas

THE product was a new one: a fresh fruit, trade-marked and put up in boxes. The idea was untried; nobody knew whether it was good. But it was worth testing, in a modest way, and plans were developed for the experiment. A large advertisement in the local newspapers opened the campaign.

The man who had nursed the plans heaved a sigh of relief that morning. He was safe on first base and could stop long enough, now, to catch his breath. He turned to the dusty pile of work which had accumulated in the folder marked "Immediate." Then the massed attack began. The advance guard arrived.

Here was the niftiest little article in the world to sell the product by building good will. Women bought the fruit; women sewed. Pack this little advertising thimble in every box. I don't believe so, thank you. Good bye. Glad you called.

Among those present in the short period of a month or so thereafter were:

The man who controlled the painting of the home-run fence at the local ball park. Nope. Thanks very much.

The advance agent for a Wild West show and circus, offering banners on the sides of the elephants. No, thanks. Not quite in line with what we are trying to do with our advertising.

Representatives of every national magazine. Representatives of newspapers in other cities. No. Sorry, but this is a local campaign.

Representatives of national magazines which came into being since the first bunch of representatives called. Representatives of old magazines, taking the places of representatives who had moved on. Nope. Sorry, but the campaign is still local.

Lithographers.

Printers.

Folding-box men. More printers. More lithographers.

A man with a tin display stand, to hold the package on the dealer's counter. Thanks, very much. We'll keep your card and let you know when we get that far along.

THE representative of the program of the July 4th Motor Race Meeting. No, thanks. Out of our territory.

Editors of suburban papers.

The agent of a list of foreign language papers. Foreign language readers are great fruit eaters. Granted, but we haven't distribution, yet, in the foreign language districts of the city.

(At this point the agency man barred the door, figured his budget once more, carried it out to three decimals for safety, locked it in the safe and changed the combination.)

In came:

An inventor who would guarantee forty days' showing, at beaches and ball parks, of powerful kites carrying a huge cloth banner. Sounds pretty good, but not just yet. Thanks for calling.

Women representing children's magazines. (Fruit is very good for children.) Women representing Shopping Guides, Women's Club Year Books. I'm very sorry, but we can't take the space. Thank you so much for calling.

Practically the board of directors of the telephone company, to insist that the back cover of the directory be purchased. No, thanks. And by the way, why do we get so many wrong numbers and busy signals on this line? Exit.

Lady editors of the daily papers. Cooking schools are imminent. Cook books will be published, and special full-week editions of the papers, containing recipes and advertisements of the food products used. (We fall for some of these.)

More cooking schools.

[CONTINUED ON PAGE 50]



BRUCE BARTON ROY S. DURSTINE ALEX F. OSBORN

Barton, Durstine & Osborn
INCORPORATED

AN advertising agency of about two hundred people among whom are these account executives and department heads

Mary L. Alexander
Joseph Alger
John D. Anderson
Kenneth Andrews
J. A. Archbald, jr.
R. P. Bagg
W. R. Baker, jr.
F. T. Baldwin
Bruce Barton
Robert Barton
Carl Burger
H. G. Canda
A. D. Chiquoine, jr.
Margaret Crane
Thoreau Cronyn
J. Davis Danforth
Webster David
C. L. Davis
Rowland Davis
Ernest Donohue
B. C. Duffy
Roy S. Durstine
Harriet Elias
George O. Everett
G. G. Flory
K. D. Frankenstein
R. C. Gellert
B. E. Giffen
Geo. F. Gouge
Louis F. Grant
Gilson Gray
E. Dorothy Greig
Girard Hammond
Mabel P. Hanford
Chester E. Haring
F. W. Hatch
Boynton Hayward
Roland Hintermeister
P. M. Hollister
F. G. Hubbard
Matthew Hufnagel
Gustave E. Hult
S. P. Irvin
Charles D. Kaiser
R. N. King
D. P. Kingston
Wm. C. Magee
Carolyn T. March
Elmer Mason
Frank J. McCullough
Frank W. McGuirk
Allyn B. McIntire
Walter G. Miller
Alex F. Osborn
Leslie S. Pearl
T. Arnold Rau
Paul J. Senft
Irene Smith
J. Burton Stevens
William M. Strong
A. A. Trenchard
Charles Wadsworth
D. B. Wheeler
George W. Winter
C. S. Woolley
J. H. Wright

NEW YORK
383 MADISON AVENUE

BOSTON
30 NEWBURY STREET

BUFFALO
220 DELAWARE AVENUE

Member American Association of Advertising Agencies
Member Audit Bureau of Circulations
Member National Outdoor Advertising Bureau

Judges Chosen for Harvard Advertising Awards

FRESH from Cambridge comes the announcement of the judges selected to administer the Harvard Advertising Awards for 1926. This group of prizes, as most of our readers will remember, was founded and endowed three years ago by Edward Bok, with the aim to encourage merit and stimulate improvement in advertising. The Harvard Graduate School of Business Administration has in charge the supervising of the awards, and the jury is selected each year by the dean of that institution from among men whose training and experience would appear particularly to fit them for the position of judges.

This year's jury, as now announced, will consist of the following men: John Benson, Benson & Gamble, Chicago; S. A. Conybeare, Armstrong Cork Company, Lancaster, Pa., and President of the Association of National Advertisers; W. D. Moriarty, Professor of Economics, University of Southern California; A. C. Pearson, President, United Publishers Corporation, New York; Harford Powel, Jr., Editor, *The Youth's Companion*, Boston; Louis Wiley, Business Manager, *New York Times*; Neil Borden, Assistant Professor of Advertising, Harvard Graduate School of Business Administration; Dr. Melvin T. Copeland, Director, Bureau of Business Research, Harvard University; H. T. Ewald, Campbell-Ewald Company, Detroit; F. C. Kendall, Editor, ADVERTISING AND SELLING, New York. Special jury on typography: D. P. Updike, The Merrymount Press, Boston; Everett R. Currier, Currier & Harford, New York; Joseph M. Bowles, William Rudge Company, New York.

The nature of the awards and the nature of their administration differs little this year from the method of 1925, save for the notable addition to the list of prizes for a campaign for industrial products appearing in industrial, trade or professional journals and one for a campaign executed locally in cities of 100,000 population or less. Also, certain provisions have been made for specified cases where the jury may award two equal prizes instead of one should the circumstances appear to warrant this step. (See the detailed description of prizes below.

The awards have been divided into four classes for purposes of definition and administration.

I. For Distinguished Services to Advertising. A gold medal will be awarded to the individual or organization deemed by the Jury of Award to merit recognition for distinguished contemporary services to advertising.

II. For Advertising Campaigns. Four prizes of $2,000 each will be awarded to the subdivisions of this group, as follows: (1) For a national campaign deemed most conspicuous for the excellence of its planning and execution. If the Jury believes it advisable, two awards of $2,000 each will be awarded under this head: one for a campaign of a general or institutional character; the second for a campaign advertising specific products. (2) For a campaign of industrial products which seeks publicity primarily through the media of industrial, trade or professional journals. (Industrial products seeking publicity through general popular magazines will be judged under the award for national campaigns.) (3) For a local campaign which seeks publicity in a relatively limited territory or in a single locality for products or for an institution. The Jury may, if it believes it advisable, make two awards of $2,000 each under this head: one for the best local campaign of a general or institutional nature; the second for the best local campaign advertising specific products. (4) For a campaign executed locally in cities of 100,000 population or less. (Local campaigns executed in cities of over 100,000 population will be considered under subdivision 3 above.)

III. For Scientific Research in Advertising. $2,000 will be awarded for the advertising research of the year most conspicuous because: (a) It has brought about economy or secured efficiency in advertising by producing information of general value in furthering the knowledge and science of advertising, or (b) it has reduced or precluded unwise and wasteful expenditure in a specific advertising program. (Research connected with any campaign winning in classification II will not be eligible here.) Should the Jury see fit, two prizes of $2,000 each may be awarded for researches falling respectively under (a) and (b) above.

IV. For Distinguished Individual Advertisements. Four prizes of $1,000 each will be awarded for individual advertisements, distinguished for technique and substance, which have appeared in established American or Canadian newspapers or periodicals. Typographical excellence and correct and effective use of English will here be deemed of first importance. Ordinarily, but not necessarily, the Jury will consider the individual advertisements under the following classification: (1) For the advertisement most effective in its use of text as the chief means of delivering its message. (2) For the advertisement most effective in its use of pictorial illustration as the chief means of delivering its message. (3) For the advertisement most effective in its combination of text and illustration as the means of delivering its message. (4) For the advertisement most effective in typography. No advertisement shall be awarded more than one prize under classification IV.

ACCORDING to the rules laid down by the committee each campaign submitted to the Jury of Award must be accompanied by a manuscript, not to exceed 5000 words, describing the planning and execution of the campaign, and giving the factors which were weighed in determining particular decisions made and lines of action followed. Such material will be held confidential by the Harvard Business School and the Jury of Award, and will not be used or published without the consent of the author.

The final closing date for the receipt of all manuscripts and advertisements at the office of the Secretary of the Harvard Business School has been set for 5 p. m. on December 31, 1926. Announcement of the awards will be made as soon after the close of the contest as practicable.





Larger Railway Expenditures Anticipated for 1927

FINANCIAL authorities, with whom we are in close touch, are confident that railway expenditures for additions and betterments in 1927 will exceed those during 1926. Every indication at this time justifies this forecast and the large orders for equipment reported in November valued at more than $23,000,000 indicate the start of a large buying movement.

In reaching this important market the five departmental publications that comprise the Railway Service Unit can aid you materially. They select the railway men you want to reach, for each publication is devoted exclusively to one of the five branches of railway service.

Simmons-Boardman Publishing Company
"The House of Transportation"
30 Church Street New York, N. Y.
608 So. Dearborn St., Chicago 6007 Euclid Avenue, Cleveland
Mandeville, La. San Francisco Washington, D. C. London

The Railway Service Unit

Five Departmental Publications serving each of the departments in the railway industry individually, effectively, and without waste

A.B.C. A.B.P.

This Matter of the Cash Discount

THE material that makes up this page and the following columns consists of letters and portions of letters which have poured into our offices since the appearance of our Dec. 1 issue. The lead editorial in that issue, as most of our readers probably noted at the time, was entitled "This Matter of the Cash Discount," and dealt with the action of certain newspapers in various parts of the country in discontinuing the discount of 2 per cent to advertisers for cash payment for their space. It is upon this subject that these gentlemen saw fit to express opinions.

The editorial in question aimed simply to bring the subject into the open and to invite discussion from the parties concecrned. The editors declared at that time, and repeat herewith, that ADVERTISING AND SELLING means to take no side in this matter which so involves internally the whole advertising business.

As may be remembered, our editorial pointed out three separate and distinct phases of the subject which should be considered: First, that the cash discount, in addition to making it possible for the publisher to do business on a smaller capital, has given a definite check on the advertiser's financial status; that if it were abolished, some sort of credit insurance might be found necessary, at a cost which might prove exceedingly expensive; and that the danger of heavy losses in the publishing industries in times of general business depression would be greatly intensified were the discount to be abandoned, inasmuch as the publisher's "white space," bought but not paid for, has no salvage value.

Cash Discount As Credit Protection

By Earnest Elmo Calkins

President, Calkins & Holden, Inc.

THERE is no doubt in my mind that every advertising agent desires the cash discount retained. Advertising is an intangible commodity and of value only to the business for which it is done, like a lawyer's advice or a doctor's prescription. If the bill is not paid, it cannot be used for the advantage of anyone else, as is true of tangible products. It cannot be levied upon, seized and sold for the benefit of creditors. Therefore it needs every credit protection that can be devised, especially now when advertising space runs to such large amounts that the non-payment of one month's bills would seriously cripple even a large advertising agency.

The advertising world has been educated up to the necessity of paying advertising bills promptly through the influence of the cash discount. It would be disastrous to break down this state of mind and allow extension of time to creep into our relations with our clients. Also, if advertising agents could not count on receiving payment of all bills when due, a much larger amount of capital would be required to conduct an agency business, which would mean that the profits would be correspondingly less, because, of course, this additional capital would have to be paid for in some way.

As 85 per cent of the money received from the client must be paid to publications, and is really money in transit, as it were, it would be an unjust burden for the agent to carry this amount any longer than necessary. I think I know enough of human nature to prophesy that if the cash discount were abolished the prompt payments of advertising bills would soon be honored more in the breach than in the observance, and an industry which has been remarkably free from failures in proportion to its size and number engaged in it, would soon suffer from frequent embarrassment and even discontinuance. Even as it is, advertising agents are tempted all the time to undertake advertising without cash in hand, with all sorts of promises of sharing in the prosperity of the business if the advertising succeeds. And the wise agent has learned that his business is advertising and he cannot successfully combine it with that of a banker—at least not in the same transaction.

I am speaking only for myself, but I am quite sure that I represent the opinion of the advertising agents of the country in saying that we would consider the abolishing of the cash discount a serious blow to the conduct of the advertising business.

A Few Agencies Abuse Their Discount

By Frank T. Carroll

Director of Advertising, *Indianapolis News*

"THIS matter of the cash discount" is attracting a great deal of attention these days.

Personally, I am not in favor of its elimination because I am still inclined to feel that the cash discount is of value to the agency and to the newspaper, even though as the newspaper men insist, the cash discount is passed on to the advertiser and is in a way a rebate on the established rate amounting to something like a cut rate.

This matter has been up for discussion in several of the meetings of the Association of Newspaper Advertising Executives where I have presided, and I have heard complaints to the effect that the time period indicated on newspaper bills has meant nothing to advertising agencies who have insisted on taking cash discounts even though their checks left the agency office from 3 to 10 days late. This habit, even though confined to relatively few agencies, has no doubt encouraged newspapers to abolish the cash discount and at the same time get rid of the irritation caused by checks arriving late with cash discount deducted.

The *Indianapolis News* intends to continue to allow cash discount for payment of bills by the 20th of the month. We intend, however, at the same time to continue to insist that where the agency envelope containing remittance is postmarked later than the 20th day, that the agency pay the account without cash discount deduction, and where such deduction is made we rebill the agency and insist on payment before cash discount will be allowed on the following month's account.

Every Party Will Suffer

By Robert K. Leavitt

Secretary-Treasurer, Association of National Advertisers.

THIS Association is decidedly of the opinion that the cash discount is a logical part of the business of publication advertising. It believes that the withdrawal of the cash discount in such cases as it has been done by newspapers is injurious to the interests of advertisers, of agencies, and in the long run, of the publications themselves.

That the advertiser is penalized by the discontinuance of such an established custom is evident enough. The thing amounts to nothing more or less than a raise in advertising rates to the advertiser without a corresponding saving to him at any point. Indeed, there is good reason to believe that certain of the papers which have discontinued the discount have done so with the sole idea of increasing their advertising revenue without the necessity of explaining a formal raise in rates. Numbers of them have been frank enough to admit that this was the case. Whether or not such an increase in revenue is the motive of a newspaper, it is incontrovertible that the advertiser is the first to suffer.

He is not, however, the last. The



ONLY the wisest and stupidest of men never change—said Confucius. And that applies to advertising schedules, too. We invite all the in-betweens not covered in this Chinese wisecrack to consider earnestly

THE NEWS
New York's Picture Newspaper
Tribune Tower, Chicago 25 PARK PLACE, New York

November Averages
DAILY - - - - 1,164,542
SUNDAY - - - 1,426,685

These are the largest circulations
Daily or Sunday in America

agency, deprived of its ability to offer the advertiser an inducement for prompt payment of space bills, must nevertheless pay the publisher as promptly as before on pain of having its agency commission held up. In order to do this, it is necessary for the agency to finance the advertiser's space bills for the period in question. Such financing is, in some cases, a heavy burden on certain agencies and a burden which greatly increases their cost of serving the advertiser.

It is not a generally accepted function of the agency to carry the advertiser's bills, and the agency can do so only at the expense of two items: one is its own profit, and the other is its expense in serving the advertiser. Whatever increased revenue comes to the agency from the withdrawal of the cash discount must come from one of these two sources.

Nor will the publications benefit, in the long run, from a measure which will tend considerably to slow up their business. It is doubtful if advertisers, as they become more and more aware of this factor, will not equalize matters by cutting down the amount of space in non-discount publications so that the net amount of their expenditures in such publications will be approximately the same as it would be with the discount. It is not likely that publications will greatly increase their gross revenues by such a move.

It is claimed by certain publishers that the withdrawal of the cash discount is a measure taken in response to the laxness of agencies in paying bills, a laxness which does not extend to the agencies claiming the discount. That this is the case to any great extent may be seriously doubted. Officials of the agents' association have repeatedly challenged such publishers to name any reputable agencies which were in the habit of claiming a discount in spite of delayed payments and have offered to bring the full force of their organization's influence to bear to straighten out any such situations. The challenge, so far as we are aware, has never been accepted.

While our Association has never taken any action in this regard, I should like to hazard a guess that the A. N. A. would be glad to add its influence with the advertiser to any move to straighten out recalcitrant agencies. In any event, it is difficult to see how newspapers who complain of slow payment can hope to speed up such payment by elimination of the discount. It is likely, rather, that the newspapers will find the flow of business even slower than before and that they, too, will suffer from any precipitant action looking to the elimination of the discount.

We have heard in the past occasional rumblings of complaint from newspapers that there was a tendency on the part of agencies to favor magazines on account of the greater net profit to the agency from handling large items of space. Whether or not this is true to any great extent, the action of the newspapers in withdrawing the cash discount is a strange way of meeting the situation.

Friction Should Be Eliminated

By S. H. Bowles

Publisher, *Springfield (Mass.) Republican*

WE believe that the practice of cash discount should be retained by publishers for the benefit of agencies and national advertisers. We believe that publishers should take steps to insure prompt forwarding of checking copies and that agencies should not endeavor to deduct cash discount when paying after date due. We hardly ever have an agency pass up the cash discount date without receiving a letter containing some excuse about the clerical help or something else and endeavoring to have the discount allowed. We think this is the reason why some publishers have decided to give up the cash discount.

Anything which makes friction between publishers and agencies should be eliminated. If cash discount cannot be operated without friction, we believe it should be eliminated, but it seems to us quite possible for both sides to cooperate to make the custom operate successfully.

Letting Down the Credit Bars

By T. E. Moser

Moser & Cotins, Utica, N. Y.

IT is very difficult to understand the sort of reasoning that prompts a publisher to adopt an idea so destructive to the best interests of all advertising, as the abandonment of the cash discount. Today the publisher is quite wholly dependent for profit on advertising. Because of his large investment, he is quite probably the one most to suffer by any move likely to injure advertising.

It is a well-known policy among advertising agencies which conduct their businesses along sound lines not to extend credit to advertisers. We have occasion to explain to a would-be advertiser whose credit is not any too good, that advertising is an investment for better and more business that can only be undertaken by those who have the money with which to pay for it—just as in the case of a company making an investment of surplus funds to improve its profit.

The cash discount has come to be the sole protection of advertising against its unjustified use by those who cannot afford it. It is a measure for check of a company's preparedness for its use.

Should publishers generally remove the cash discount, it would represent letting down the bars to many weak companies who would try to use advertising to make up for their inability to conduct their businesses successfully, in the hope that advertising might pull them out. This would obviously be a very dangerous condition.

Various groups in advertising, such as the agencies through our Association, have been working hard to standardize advertising and develop it to a better business basis. In my opinion, those publishers who are discarding the cash discount are undermining a lot of good work that has been done so far. They would be letting what appears to be an immediate gain blind them to what is certain to be a very large problem of the future.

Newspapers Should Cooperate

By Edward T. Hall

Vice-President, Ralston Purina Company

THROUGH the continual and rapid increase in the sums spent for advertising during the past few years, the funds required to finance an agency are already a serious problem. Should we pass through a period of depression the situation might become more serious. The withdrawal of the cash discount slows the payment of large bills and so forces agencies either to increase their capital investment or relatively decrease the service to advertisers.

Whenever a well established service company goes to the wall, others suffer. With increasing competition, more and more service is required. All advertising interests are in the same boat. The newspapers are entitled to a fair return on their investment and their efforts. I feel that it is a short-sighted and selfish move to use the removal of the cash discount as a means of increasing income. I favor fair rates based on bona fide circulations representing honest-to-goodness reader interest. I am opposed to this mad scramble for more and more circulation, built and maintained by forced methods. The expense of this abuse is doubtless one of the factors that is forcing newspapers to look elsewhere for increased remuneration—even to removing the two per cent.

It is indeed discouraging to see some few newspapers utterly ignore other factors in advertising, especially at a time when a general movement is developing for those who occupy the same boat—publishers, agencies and advertisers—to discuss mutually those problems that effect the general good of all.

Abolish Discount—Increase Advertising Cost

By Everett R. Smith

Advertising Manager, Fuller Brush Co.

THE matter of cash discounts, as covered in your editorial, is something of very real importance. I agree with the statements you make. Le' me

[CONTINUED ON PAGE 74]

Iowa's Standby!

When Iowans want to buy or sell they think first of The Des Moines Register and Tribune. They depend upon it as a medium that gets results as well as a newspaper for their information and entertainment.

The Des Moines Register and Tribune is an Iowa institution. Its service to its readers is partly responsible for the remarkable circulation of over 185,000 daily and over 155,000 Sunday—99% in Iowa!



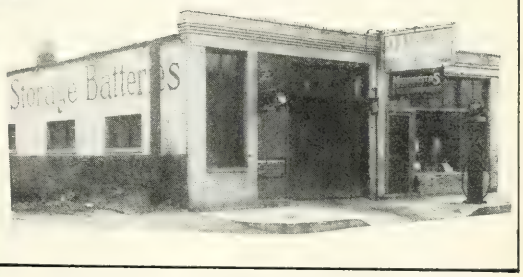
"We sold our grocery store after having our ad in The Register and Tribune only four days. We had about 20 replies." Jesse M. Johnson, Story City, Iowa.

"I received 6 answers to my ad run in The Register and Tribune for one week. My dog was sold for $75 two days following the last insertion of the ad."—O. M. Wilson, Monroe.

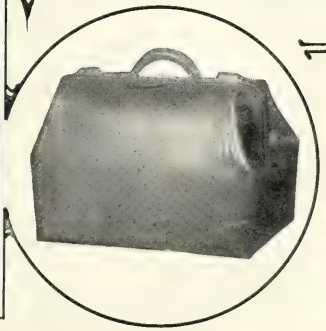




"The 4 line ad offering my meat market for sale, ran just a week. Tuesday following, I sold it. Got the cash. Want to thank you." O. A. Godske, Springville, Iowa.



"I ran two ads in The Register and Tribune a short time ago. I received 55 replies to those ads. Just made a deal on the garage and Ford agency and am ready to close on the other deal."—A. R. Gleason, Lacona, Iowa.



"Please discontinue our advertisement for the traveling bag we lost last Sunday. It was returned today by express from Des Moines. That is most remarkable service. We were sure it was gone for good." — Glenn Blackford, Shelby, Iowa.

INDUSTRIAL ADVERTISING and SELLING

This department is devoted to discussions and news of particular interest to industrial advertisers. Other articles that apply to both industry-to-industry and manufacturer-to-consumer marketing will be found elsewhere in the issue.

H. P. SIGWALT, secretary of the National Industrial Advertisers Association, is mathematically minded. He has computed that if one man were to win first prize in the three awards offered to industrial advertisers this year, that man would augment his bank account $2,750. The awards to which Mr. Sigwalt refers are:

The N. I. A. A. Research Award (A. W. Shaw, donor). Purpose: To stimulate the getting of facts on industrial markets, and to further the work of the National Industrial Advertisers Association to this end. 1st Prize, $500.00; 2nd, $300.00; 3rd, $200.00. Closing dates: for enrollment, January 1, 1927; for manuscripts, March 1, 1927.

The Forbes Award for the best planned and executed industrial advertising campaign to reach general executives. 1st Prize, $250.00; 2nd, $100.00; 3rd, $50.00. Closing dates: for enrollment, January 1, 1927; for manuscripts, April 1, 1927.

The Harvard Award of $2000.00 for the campaign most conspicuous for the excellence of its planning and execution which seeks publicity for industrial products primarily through the media of industrial, trade or professional journals. Closing date: December 31, 1926.

Any advertiser who wishes to compete for any or all of these awards, and has not yet signified his intention of doing so, should send his entry to H. P. Sigwalt, advertising manager, Milwaukee Corrugating Co., Milwaukee, Wis.

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From a Business Paper Publisher to His Editorial Staff

By W. C. Platt

President, National Petroleum News

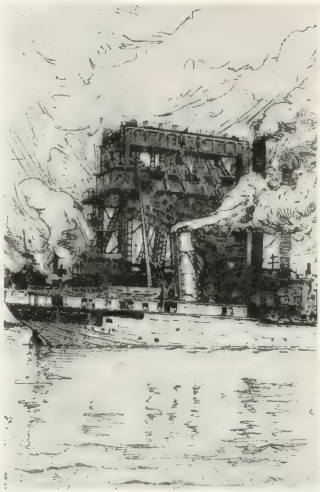
In a recently prepared symposium on "New Tendencies of Industrial Advertising," Wm. A. Beatty, vice-president, Newell-Emmet Company, offered some constructive criticisms of the Trade Press.

> "It seems to us," he said, "that the chief value of industrial publications is in their informative side in the slow-moving fields, and in their news values in the faster moving ones. A close study of industrial papers might create the impression that in many instances they are forced and that there is more stuff published than need be. So long as trade papers refuse to take leadership with their readers and ignore the possibility of propagating opinion, but rather trail or photograph the field currently, it would not be likely that one would get such stimulation from them. There are exceptions to this, of course, but the experience of our agency would seem to show that the news columns of the trade papers are more valuable in confirming current opinions than in prognosticating new ones."

At the recent convention of the Associated Business Papers in New York, the Presidents of the Dodge Manufacturing Company, of the Mack Truck Company, and of a large glove manufacturer, told the publishers that what they want most from the business press are ideas that will help them maintain the leadership expected from occupants of prominent positions. It was interesting to see how they want the papers to take advanced, progressive positions and stimulate their thinking.

For years I have maintained that if we are to interest men of affairs, either large or small, in the industry we serve, we must do more original thinking—thinking in advance of even the more thoughtful among our own readers. This may take the form of the presentation of new engineering, production or refining ideas; but it must be real thinking, not merely a plain array of facts. I am glad to say that we are progressing in this direction, but we can progress more rapidly.

A FEW additional multigraphed copies of the symposium of New Tendencies of Industrial Advertising read before the Annual Convention of the Association of National Advertisers are available. Single copies can be obtained free by addressing Editor, ADVERTISING AND SELLING, New York.



From an Etching of a Car Dumper by R. S. Rimanoczy, Advertising Manager, The McMyler-Interstate Company

• • •

ADVERTISING AND SELLING has opened its columns to a frank discussion of the problem confronting advertising managers and their assistants in finding time for interviewing publishers' representatives.

We asked a number of publishers what might be done by them to help conserve the time of customers and prospects, and what steps have already taken to alleviate the present situation.

From McGraw-Hill Company:

"The publisher can control salesmen's calls so that they always justify the time the salesman requires. This is a fundamental problem of training the publisher's sales force. If the salesman is merely selling white space he should expect little time from industrial advertising men. If he is helping to develop a plan of industrial marketing he will find that these industrial advertising men want as much of his time as he can give."

From C. A. Tupper, President of the International Trade Press:

Advertisers and publishers should keep in contact as closely as possible by correspondence and cover much of the material that would be brought forward or argued over in calls by advertising salesmen. I do not believe it is possible to route men by appointment. They usually have to take their chances on finding the advertising manager in.

• • •

William A. Wolff

A Thumbnail Autobiography



I AM one of the few native New Yorkers in advertising, having been born opposite a brewery on East Fifty-sixth Street. Neither the house nor the brewery is now standing.

I was educated in the public schools, graduating in 1897, going thence to the College of the City of New York, and was graduated from

TRUE TALK

— by the owner of a department store in Racine, Wis. — as reported in an article in PRINTERS' INK

"WHAT effect does a manufacturer's consumer advertising have in inducing you to make your initial purchase of a line of merchandise?"

"None whatever; not the slightest bit."

"Some manufacturers apparently have the idea," he said, "that the dealer is interested, first of all in the supposed salability of merchandise and the arrangements that have been made to enable him to get a steady and profitable business from it. This idea is wrong. What the dealer has to be sold on at the outset is the merchandise itself—its appearance, wearability, performance and all-round worth."

These things are just as true in general as they are in particular. After he stocks a line, the merchant welcomes all the constructive advertising a manufacturer may be able to do—but every store, on Fifth Avenue or on Main Street, has a buying public of its own, a public whose wants are known by the store, a public for whom the store acts as purchasing agent. In any community, a successful store can do more to sell a manufacturer's line than can the manufacturer himself.

"Tell and sell the merchant—and *he'll* tell and sell the millions."

The Economist Group

DRY GOODS ECONOMIST

DRY GOODS REPORTER — DRYGOODSMAN

The most effective, most economical way to reach and influence dry goods and department stores

NEW YORK—BOSTON—PHILADELPHIA—CHICAGO—ST. LOUIS—SAN FRANCISCO—PARIS

Columbia University with the degree of Electrical Engineer in 1905.

The Western Electric Company has been my habitat since my graduation from college. Starting in the engineering department, I progressed through the sales and manufacturing organizations until my writing propensities steered me into the advertising department, later on designated as the publicity department.

I have served two terms as president of the Technical Publicity Association, 1921-22 and 1924-25, was for two years one of the governors of the Direct Mail Advertising Association, and have at present the distinguished honor of being president of the National Industrial Advertisers Association.

I am married and have two-twelfths of a dozen of children of assorted sizes and sexes. My hobbies are music and landscape photography.

• • •

BEFORE outlining programs for this winter's meetings, the program committee of The Engineering Advertiser's Association sent out questionnaires to ascertain subjects in which their members were most interested.

Market analysis received the greatest number of votes; copy-writing, second; budgets, third; color, fourth; direct mail, fifth; campaign plans, sixth; sales management plans, seventh.

• • •

What Some Advertising Agents Think About Industrial Copy

M. L. Wilson, *Vice-President,* The Blackman Company:

"In copy approach, style and art treatment, most industrial copy can be greatly improved. Serious copy, today, goes into what a product means to the buyer, not only in operating efficiency, but in lowering operating, maintenance, power and repair costs.

"When imagination and originality enter into industrial advertising, an interesting style generally follows. Any copy which rises above the level of catalog copy begins to have style. One of the simplest methods to develop a style in industrial copy is to scatter through it a few unusual words—familiar words, but used in an original way. Example: Instead of saying, 'A machine must have correct lubrication,' say 'A machine and its lubrication must agree.'

"Few industrial advertisers use really high grade art work. Often the cost is prohibitive. But just because there is so little high class art work in this field of advertising, a little goes a long way to make an advertising campaign stand out."

William H. Johns, *President,* George Batten Company, Inc.:

"Industrial copy can be improved by the hiring and training of better men to prepare it. When the importance of industrial copy is fully realized, advertisers will be willing to spend money for the preparation of such advertising. At that time they will hire capable men at good salaries, and those men will solve the questions of copy approach, copy style, art treatment, and all the rest."

By "better men" he does not mean men who are specifically trained in any one field or industry but rather "men who are better trained as writers, and who know the technique of preparing industrial advertising from start to finish."

Paul Teas, *President* of Paul Teas, Inc.:

"It has been a great help to me to imagine myself traveling on a train making a station stop of 45 seconds; and imagining further that on the platform I would find a prospect for an industrial building, a layout of conveyor equipment, a hundred carloads of Portland cement or whatever the subject in hand might be. Consistently carried out, this little drama takes pretty good care of preliminary thinking copy approach and copy style by eliminating every inconsequential thing. In my own experience many a bright and chatty piece of copy has gone into the discard when given this acid test."

Earnest Elmo Calkins, *President,* Calkins & Holden, Inc.:

"Industrial copy can be improved by the same methods that improve all copy; which are, generally speaking, to base it on ascertained facts to fit it exactly to its purpose, and to use the best mechanical methods of making the subject clear. The reason industrial copy—appearing in trade and technical publications—as a rule is not so good as the average of general copy, is simply because equally good men are not working at it because the pay for such work is less in proportion than for general national campaigns."

• • •

What Our Association Expects to Accomplish

By William A. Wolff

TWENTY-TWO years ago there gathered in New York a small group of advertising executives to discuss certain features of their work which seemed to them difficult from any of those found in what we now term the general advertising field. Out of this meeting grew the Technical Publicity Association which some years later was followed by the Engineering Advertising Association organized in Chicago with a similar purpose in view. This purpose was, in brief, to afford an opportunity for men engaged in advertising and selling goods that "move from industry" to meet on common ground away from discussions of the marketing of dry goods, beauty aids and house furnishings.



All this was the genesis of what might in up-to-date sociological parlance be termed a class consciousness on the part of advertisers and sellers of technical or engineering products—marketed not to the general consuming public but to industry itself.

The success attained by the first two organized groups in this field gave to Keith J. Evans of Chicago a vision of a broader national organization which might bring to the many industrial advertising men more or less removed from the larger centers of industry a long sought for opportunity to exchange confidences, ideas and vexing problems with others having similar things with which to contend.

At the Atlantic City Convention of the A. A. C. of W. the preliminary plans were formulated and in 1922 at Milwaukee there was held the first get-together of the National Industrial Advertisers Association. It proved to be the one real high-spot at that year's A. A. C. of W. Convention, and the association was quickly admitted to that organization as a departmental. It had in one meeting achieved its place in the sun and gave to industrial advertising an impetus that has steadily gained momentum ever since.

The reason for the steady growth of the National Industrial Advertisers Association is not hard to find. It gives to its members what they could not and still cannot find in other existing organizations; it concentrates on the problems in this particular field of advertising endeavor which calls for a combination of technical or engineering knowledge, merchandising aptitude and a capacity for analyzing markets.

Further, the National Industrial Advertisers Association tries to do its best to get the best out of the budget dollar. The budget of the average industrial advertiser is not large as advertising budgets go. In many cases it is pitifully small when one considers the work it usually has to do. As this work is done more efficiently, so will industrial advertising reach a still higher plane.

These excerpts from the by-laws sum up the Association's ideals:

To provide a means through which industrial advertisers may assist each other in the exchange of ideas to produce more profitable work;

To correct existing abuses in industrial advertising;

To develop among industrial advertising corporations a mutual point of contact which will tend to improve their advertising so that this betterment will become permanent and nation-wide;

To make industrial corporations realize the value of advertising and by cooperation determine the most effective means of building business, from advertising, in the various departments of a modern industrial corporation.

• • •

T. P. A. Holds Meeting

The regular monthly dinner and meeting of the Technical Publicity Association was held at the New York Advertising Club on Wednesday evening, Dec. 8. The subject under discussion was the motion picture as a sales aid in industrial selling. Speakers included H. M. Davidson, of The Hayward Company, and Charles B. Yardley, of Jenkins Brothers.

The Sale of Grape Nuts Shows a Continued Increase

There Is Also A Reason Why—

THE CLEVELAND PRESS has the largest circulation of any Cleveland daily newspaper. The Press runs more advertising than any other Cleveland newspaper—daily or Sunday.

The Press runs more grand total, local, amusement, automobile parts and accessories, clothing, dental, department store, educational, furniture, food, heating, household, jewelry, medical, musical, opticians, radio, tobacco and toilet preparations advertising than the daily Plain Dealer.

The Press runs more grand total, local, national, amusement, hotels, restaurant, automobile parts and accessories, clothing, dental, educational, furniture, food, heating, household, jewelry, medical, miscellaneous, musical, opticians, publishers, radio, resorts, tobacco, toilet preparations and classified advertising than the daily News.

The Press runs more local, clothing, dental, department store, furniture, food, jewelry, medical, and opticians advertising than the combined daily and Sunday Plain Dealer.

THE PRESS runs more grand total, local, restaurant, automobile parts and accessories, clothing, dental, educational, furniture, food, household, jewelry, opticians, publishers, radio, tobacco, toilet preparations and classified advertising than the combined daily and Sunday News.

The Press runs more automobile parts and accessories, furniture, jewelry, opticians and radio advertising than the combined issues of the daily Plain Dealer and daily News.

The Press is a SELLING newspaper. It runs more local advertising than the combined daily and Sunday Plain Dealer; more local advertising than the combined daily and Sunday News; it runs nearly eight times as much furniture advertising as the daily Plain Dealer; nearly twice as much as the combined daily and Sunday Plain Dealer; nearly three times as much as the daily News; more than the daily and Sunday News combined.

The Press runs three times as much jewelry advertising as the combined daily and Sunday Plain Dealer—five times as much as the combined daily and Sunday News—nearly twice as much as the daily and Sunday Plain Dealer and daily and Sunday News combined.

The Press runs four times as much radio advertising as the daily Plain Dealer; two times as much as the daily News; six times as much as the Sunday News—more than the combined daily and Sunday News—more than the Sunday Plain Dealer.

THE CLEVELAND PRESS is a six-day EVENING newspaper. The Press—alone among the three leading Cleveland papers—makes no rate concessions to resort and travel advertisers; nor does it sell to automotive or other manufacturers or distributors on a cut-rate combination basis.

The Press is the only large Cleveland newspaper to record local, national, classified and total advertising gains during the first 10 months of 1926.

The Press shows more than three times as much gain in national advertising as the daily Plain Dealer and News combined (10 months).

The Press is the only large Cleveland newspaper that has NEVER conducted a circulation "contest."

The Press is the FIRST advertising buy in Cleveland—for any advertiser, selling any product, to any class of people, at any time.

The Cleveland Press

NATIONAL REPRESENTATIVES:
250 Park Avenue, New York City
DETROIT : SAN FRANCISCO



ALLIED NEWSPAPERS, INC.
410 N. Michigan Blvd., Chicago
SEATTLE : LOS ANGELES

FIRST IN CLEVELAND — LARGEST IN OHIO

The 8pt. Page
by
Odds Bodkins



SO the Cleveland Advertising Club is going to come up for air! I read in *The Torch* that the Cleveland club is planning to move from its basement quarters in the Statler Hotel to the third floor of the new Allerton. The move will be made early in February. The Cleveland Business and Professional Women's Club is to lease the quarters in the Statler.

Well, I've had some very pleasant times in Cleveland's advertising basement, but I confess it will seem nice to be able to look out of windows the next time I visit the Cleveland club!

—8-pt—

According to a press release from the *Industrial Digest* the poor showing made by the Philadelphia Sesqui-centennial was due to the fact that Americans of 1926 are too sophisticated to go to expositions. At first blush this seems to be merely an ingenious explanation, but the more one thinks of it the more one is convinced that there may be something to it. Perhaps the World's Fair and Eden Musée days of America are gone forever.

—8-pt—

This story of Dr. William Crawford Gorgas, who was so important a personality in the Panama Canal Zone during the building of the canal, is told in his life as written by Marie D. Gorgas and Briton Hendrick, has a very definite application to advertising.

One of the doctor's aids was a Colonel Brackett. One day he brought to Dr. Gorgas the draft of a plan for his approval and his signature, which was necessary to put it into operation.

Turning to the place on the last page reserved for his name Gorgas took up his pen, turned to Colonel Brackett and said:

"This is all right, Colonel Brackett?"

"Yes, sir," said the Colonel.

"For," Dr. Gorgas observed, "if it isn't, it comes back on me."

Copywriters who grow impatient because their copy is sometimes challenged would do well to remember that the man whose name, whether it be his own or a corporate name, is signed to a piece of advertising is in the same position as was Dr. Gorgas. If it doesn't represent him honestly, it comes back on *him*, not on the one who writes the copy, and he has a right to protect his name and reputation.

—8-pt.—

Erwin Wasey & Co. have just issued a booklet, "Just a Few Figures from Europe," which in addition to being so cleverly worked out as to be most entertaining, carries the thought-provoking information that this agency has offices in Paris, Berlin, Rotterdam, Brussels, Zurich, Milan, Helsingfors, Stockholm and Copenhagen . . . I wonder if the time will ever come when all the larger agencies will do business all over the world?

—8-pt—

The Eastman Company has just issued a booklet in which is reproduced this first Kodak advertisement.

Two things about this old advertisement interest me very much.

One is the caption. It is hard to realize that Eastman was ever faced with the problem of making people understand that the taking of pictures with the Kodak was an instantaneous operation. We forget that the "snap shot" was a radical improvement in amateur photography. Why, I well recall as a boy standing like a graven image against the fence in front of my home in San Jose, Cal., while my sister "took" my picture—and "took" was the word! It was Bonnie Burdrow's camera, and Bonnie inadvertently walked between the camera and me while the "taking" was taking place. The result was interesting. Bonnie wasn't in the picture, but her ghost was—slowly moving across the landscape, being reviewed by a funereal-faced youth backed up to a picket fence.

But to come back to the Eastman advertisement, the other thing that is interesting about it is that while the clothes are quaint and the whole atmosphere is old-fashioned, the underlying idea has never been improved upon. Eastman advertisements of today are built pretty much the same.

—8-pt—

And this old Eastman advertisement reminds me of last night at the Authors' League Show-Supper-Dance at the Hotel Roosevelt. The first number on the show program was the singing of "The Shade of the Old Apple Tree," illustrated with those screamingly funny stereopticon slides which formed the pictorial obbligato for the intermission songs in the early 1900's.

Everybody in the hall seemed to be highly, indeed almost hilariously, entertained except a young flapper who sat next to Mrs. Bodkins and me. In the most bored voice she announced to her escort, "Well—I don't see anything funny about this."

It came to me then that the youngsters wouldn't see anything funny about it for the simple reason that they had never taken it seriously. And that is something I had never thought of before.



Jack: Do you think baby will be quiet long enough to take her picture, mamma?
Mamma: The Kodak will catch her whether she moves or not; it is as "quick as a wink."

Send to the Eastman Company, Rochester, N. Y., for a copy of "Do I want a Camera," (illustrated) free by mail.

How Celotex Built More Business in Milwaukee





ALTHOUGH The Celotex Company established a Milwaukee branch office in 1923, no newspaper advertising was used in this market until May, 1924. After a careful study of the newspaper situation here, The Celotex Company chose The Milwaukee Journal in which to concentrate their advertising effort. Their splendid sales record since that time is evidence of the wisdom of their decision.

156 Per Cent Sales Increase in 1925

Every month of 1925 showed a sales increase over the corresponding month of 1924, and The Celotex Company closed 1925 in Milwaukee with a sales increase of 156 per cent over the previous year.

Gratified by these results, The Celotex Company used The Milwaukee Journal *exclusively* in 1926, and for the first nine months of this year a 50 per cent sales increase was recorded over the corresponding period, 1925.

The president of The Celotex Company writes: "We feel certain that our continued advertising in The Journal will prove a most profitable investment."

One Paper Alone Covers This Market

The most successful advertisers in all lines of business rely upon The Milwaukee Journal alone to thoroughly cover and sell this rich and stable market. You, too, have an opportunity to build a maximum volume of business here at a very low advertising cost per sale.

THE MILWAUKEE JOURNAL

FIRST BY MERIT

Broadcasting's Place in the Advertising Spectrum

[CONTINUED FROM PAGE 20]

Africa, England and Australia, but its service area is not more than one hundred miles radius. Even assuming a liberal, average estimate of a fifty-mile service range for the smaller stations in the New York area, we may compute the potential audience for such stations in the following manner. In that area reside some ten million people. Estimating one person in four a radio listener—a reasonable figure—the maximum potential audience of a New York station is 2,500,000. This audience consists of groups averaging about five in number, centered about a single receiving set. Widely circulated questionnaires have arrived at various averages for the size of the listening group, ranging between 4.5 and 5.4. Apparently the number is slightly higher than the average family group as a result of receiving sets installed in special locations, such as lobbies, clubs and public places, which bring up the general average. The predominant group, however, is the family unit, and naturally not all the members of the family listen to the radio throughout the time that it is in operation. To account for this factor, we cut our figure to 1,250,000. Since all radio sets are not in operation every night of the week we may cut the figure in half again, making 625,000 the total radio audience listening to all stations in the New York area on a given evening.

With thirty stations operating, how do these thirty stations divide 625,000 listeners? The average is in the neighborhood of 20,000 listeners per station. But it is certain that the large stations have the ear of a much larger group, while the small stations, offering mediocre artists and features, serve a proportionately smaller audience.

It is likely that there is more than one station selling time on the air whose total audience could be assembled in a photographer's studio for a group picture. It is probable that, in New York, WJZ, WEAF, WOR and WHN corral ninety-five per cent of the total radio audience under ordinary conditions. The small stations have a loyal neighborhood following which they hold because of superior signal strength. But this factor influences only the audience within a mile or two of the station. A large station may have thirty or forty per cent of the total New York audience as its regular following; a matter of 200,000 or more listeners. The commercial broadcaster has the attention of this number; not for a fleeting instant, but for extended periods. In comparing listeners with circulations, bear in mind that the rough estimate of listeners has been carried down to the actual number of listeners. To compare radio with magazine circulation on the same basis, we must deduct from the latter the percentage of magazines in a circulation never actually read, the number of readers who do not glance at the page on which your advertisement appears, and, finally, the number who do not trouble to read your copy; because the equivalent of these deductions has been made from the broadcasting estimate.



OF course the boys don't empty the costumer's wardrobe every night—at least when there isn't a camera around. In fact some of them are too versatile to stick to one nationality. Their looks being of no moment to their dear, great radio audience, it is rumored that they really play in shirt sleeves

UNFORTUNATELY for the buyer of time on the air, it is most difficult to disprove the claims of an enthusiastic station solicitor to the effect that his station's programs attract fifty per cent of the New York audience regularly. His particular station may win only three per cent of the New York audience but, even so, no one can disprove his enthusiastic claims. Buying time on the air is something of a blue sky proposition. However, it is possible for the prospective commercial broadcaster to make a study of the stations serving an area which will guide him in estimating the relative value of the various stations under consideration.

A broadcasting station offers merely the opportunity to hold its customary audience and a possibility of attracting listeners from other stations by exceptional program superiority. It corresponds to the white space which the publisher offers. The copy is the program feature, and its effectiveness determines whether the money spent in hiring station time proves to be profitable.

The art of selecting a broadcasting feature is worthy of a volume of description. Hundreds of concerns have experimented with the new medium and a number have made outstanding successes in capitalizing radio audience good will.

It is a natural tendency on the part of those who have suddenly become enamored of the broadcasting medium to proceed to hire the greatest and best known artists obtainable. They go on the theory that the more you spend the more you get. In broadcasting, however, the more you spend the more you give. How much return you get from your feature depends upon whether the good will earned by it is directed toward the artists or their sponsor.

Another type of commercial broadcaster is the one who constantly analyzes mail and seeks to find a program feature or policy which pleases the entire radio audience. That question is not hard to answer. The feature which appeals to the largest percentage of the radio audience is popular music, just as in the entertainment world, musical comedy has a greater appeal than other forms of theatrical entertainment. The commercial broadcaster, however, is seeking good will association with his trade name and not mere audience numbers. With thousands of dance orchestras broadcasting, an ordinary dance orchestra is not likely to possess either distinctiveness or the power to establish itself and its sponsor in the memory of listeners whom it pleases. It is casual entertainment


American Machinist
THE American Machinist is the machinery *builders'* paper.
The paper which the men who design and build the machinery of American civilization use as a source of ideas and a constant buying guide to all equipment for the metal-working shop.
Let us give you specific data showing how the American Machinist can widen and simplify *your* selling to the metal-working industries.
A McGraw-Hill Publication—Tenth Avenue at 36th Street, New York. ABC—ABP.
American Machinist



ADVERTISING can be dressed up in robes of mystery or made a simple application of common sense and broad experience.

Personally we prefer — and apply — the latter method.

The Powers-House Co.
Advertising
HANNA BUILDING - - CLEVELAND, OHIO
Marsh K. Powers, Pres. Frank E. House, Jr., V. Pres. & Gen. Mgr. Gordon Rieley, Sec'y

and makes only a casual good will impression. Of course, if you have an exceptional orchestra, different from others on the air, it is another matter.

The art of selecting program features is just as complex and not nearly so well established by experience as the art of advertising copy writing. There are many parallels between the two arts. Many a piece of copy is a marvel at winning reader attention, but it fails to convey a selling idea to the reader. Many a radio program feature holds a large audience, but forgets to get over in a skillful way the name of the sponsor. Other broadcasters take such pains to inflict their names upon radio listeners that they arouse resentment instead of goodwill. Nothing is quite so annoying to the radio audience as to be told that a commercial feature is offered through the generosity and kindness of heart of some liberal and charitable business organization. Most people labor under the impression that business is run for profit and they do not care to be made the objects of charity anyway. The most successful commercial broadcasters content themselves with the statement that they are sponsoring the feature and do not set themselves up as philanthropists and public benefactors.

Some commercial broadcasting events have been staged with such singular effectiveness that listeners can recall them two years afterward. The radio showmanship demonstrated by such commercial broadcasters is repaid by a reward of lasting goodwill.

Cashing in on the broadcasting effort is a fine art. The selection of a feature's name is one of the most important phases of the matter. The Happiness Boys, the Gold Dust Twins and Eveready Hour, for example, are so well named that they are never referred to in any other way by broadcast listeners. These programs have continued consistently, gradually building up a widespread reputation and following. Constant changes of personnel and broadcasting policy do not tend to establish a definite following and consequently place upon each broadcasting the burden of winning its own goodwill. Cumulative effect, by constant effort, is just as effective in broadcasting as in advertising.

A VALUABLE aid to increasing the listening audience of a feature is newspaper advertising. An increasing number of commercial broadcasters are utilizing space on the radio program page to attract listeners to their features.

Having by every method won a maximum audience and centered the goodwill about his trade name, the commercial broadcaster has by no means exhausted the usefulness of the medium. Direct mail lists of almost any predetermined quality and degree of interest in the product may be secured. The advances which have been made in the material offered the radio audience in the last two years are most signifi-

The Advertiser who says: "I Can't Afford Newspapers" —is only Temporizing

If Newspapers will sell more of your goods in a given territory than any other type of advertising, there is certainly a way for you to employ Newspaper advertising at a profit.

There is more profit in advertising to do a few dealers a lot of good than a lot of dealers little good.

"Hand-to-mouth" buying, first seen as a spectre, is now hailed as a savior.

From the clear cut trend toward national Newspaper advertising, its continued growth is as inevitable as the demand for daily news.

Invest in Newspaper Advertising

E. Katz Special Advertising Agency
Established 1888

Publishers' Representatives

Detroit
Atlanta
New York
Chicago
Kansas City
San Francisco

WE ARE MARKETING *a Direct Mail Service*

and NOT *Direct Mail Machinery*

Numerous inquiries from our Direct Mail and publication advertising ask for quotations, more information on the patented Electrograph equipment itself.

We adopt this method to announce publicly that Electrograph is marketing a direct mail service—both mechanical and professional—and that the mechanical equipment used therein is NOT for sale.

What we DO sell is experience, counsel, production and administration. What we DO sell is national Direct Mail *distribution.* Direct Mail . . . to the consumer . . . through the dealer . . . for the factory.

Every Electrograph patent was inspired by quality, giving the advertiser who uses Dealer-to-Consumer Direct Mail the rare combination of utmost quality and quantity production at low cost.

The advisory service of Electrograph is as impossible to duplicate as is the patented Electrograph equipment.

When better machinery for economical and quality direct mail production is conceived and purchasable Electrograph will be the first to employ it.

THE ELECTROGRAPH COMPANY
Home Office: 725 West Grand Boulevard, Detroit, Michigan

Electrograph

Created DIRECT-MAIL *Localized*
Individualized
Distributed

In Illinois, Electrograph Advertising Service, Inc., Chicago, is licensed to operate under Electrograph patents.

cant. By offering a booklet with a title of broad general interest, a large list of names may be obtained for cultivation. If a more select list is desired, its title is made of a more limited appeal, designed to attract just the type which is most fruitfully cultivated by direct mail.

OTHER tie-ups with broadcasting are established through window displays, references in general advertising and offers of applause cards through retail merchants. The work of the Atlantic & Pacific Tea Company in connection with the A. & P. Gypsies is carried right down to the retail counter clerk himself. Their tie-up is perhaps the most comprehensive and effective in the whole broadcasting field and it is a story in itself.

The cost of time on the air ranges all the way from $12.50 an hour to $600 an hour, and is likely to reach somewhat higher figures in the near future. The cost of an hour's time on the National Broadcasting chain, utilizing WEAF as headquarters and spreading out through seventeen stations in the East and Central West, is $4,080 at this writing. In addition, artists must be employed, and their cost varies greatly. Dance orchestras range from $200 to $600 an hour; quartets, string or voice, from $50 to $400 an hour; speakers, guest artists from other fields, all the way from $25 to $2,500; song and humor teams from $50 to $400 an hour. The cost of executive direction, music and rehearsal, generally adds about twenty-five per cent to these figures. Symphony and chamber music orchestras vary so greatly in cost, according to reputation and size, that it is useless to give a figure. There are several broadcasters spending well over a hundred thousand dollars a year on artists alone; yet there are a number of two men teams on half hour periods who are, to paraphrase a well known advertiser, winning and holding goodwill.

One of the factors which has made many a broadcasting effort ineffective has been the tendency of unqualified executives of business organizations to busy themselves enthusiastically in the direction of radio programs. Fortunately engineers and accountants do not often draw the art work which appears in magazine advertising, but when it comes to broadcasting, the experience of program directors and musicians is too frequently overruled by production experts, engineers and credit managers. This is quite natural because there are few program directors who have won national reputations and who do not feel that the broadcasting medium is largely an experimental one.

Before many months have passed and the present broadcasting congestion tangle is solved by the simple process of legislation by Congress, many a national advertiser and advertising agency will find himself considering the advisability of broadcasting. If he is to make effective utilization of the medium, he will ask himself and obtain

Reaching 19,281,232 Readers!

TO create dealer enthusiasm, to make distributors an integral factor in consumer advertising through dealer-helps—that's good merchandising.

Month after month McCLURE'S circulation advertising appears in a long list of newspapers reaching 19,281,232 readers. Every month 60,000 distributors receive dealer-helps that definitely tie-up their sale of McCLURE'S with this consumer advertising. The result—circulation figures take amazing jumps from month to month.

You'll find McCLURE'S successful, not only from a circulation angle, but also from the advertiser's viewpoint. An increase in advertising lineage of 44.5% in six months proves the point.

With McCLURE'S you can economically tie-up, not to a rising market, but to a market that literally jumps ahead. In making up a new list or revising your old one be sure to—



Include McCLURE'S!

The New McCLURE'S
The Magazine of Romance

R. E. BERLIN, *Business Manager*
119 West 40th St., New York
Chicago Office, 360 N. Michigan Ave.



Every Advertiser needs this authoritative Book

Send for Your Free Copy Today!

"SIGNS—*How to Use and What Kind to Use*"—a book based on information obtained through a nation-wide survey among sign users in every branch of business activity.

It is a clear, concise, authoritative treatise of real importance to everyone who has anything to sell. It is shock-full of helpful information. Based on the actual experiences of hundreds, this book is unlike anything on the subject ever prepared. Learn how others use signs to increase their business. Complete in detail, this book should be in the hands of every manufacturer, distributor and merchant. Shall we send you your copy? Mail coupon today.

THE BALTIMORE ENAMEL AND NOVELTY COMPANY

MT. WINANS, BALTIMORE, MD. - 200 FIFTH AVE., NEW YORK CITY

Are You Interested in—

Increasing the power, per dollar, of your advertising?

Focusing national advertising in markets where you have distribution?

Meeting the demand for more effective dealer co-operation?

Bridging the wide gap between home or office and the point where your products are on sale.

If you're interested in solving these important problems, you too, should use Durasheen Life-time, Porcelain Enamel Signs. It is difficult to name a big national advertiser who doesn't use Durasheen Signs.

DuraSheen

Porcelain fused into Steel—

Lifetime Signs

Mail This Now

Baltimore Enamel & Novelty Co. P. O. Box E 4, Baltimore, Md.
Gentlemen: Please send me your book "Signs—How to Use and Where to Use Them."

Name _____ Business _____

Address _____ City _____ State _____

an affirmative answer to the following questions:

1. Are my product and my sales methods suited to advantageous use of the broadcasting medium?
2. Are the stations I am planning to use the best possible selection for my particular sales problem and are they worth the charge they make?
3. Is the feature which I am presenting through this station or stations one which will make a distinct and lasting goodwill impression and will that goodwill impression be associated with my trade name and product rather than with the artists themselves?
4. Have I taken every precaution in the matter of advertising and follow-ups to make the fullest use of the goodwill which broadcasting gains for me?

"Look Out, Dollar! Here They Come"

[CONTINUED FROM PAGE 30]

The novelty brigade, with desk blotters, pocket calendars, etc., etc., etc.

The representative of a Pure Food League to solicit the membership of the product. Membership entitles product members to insert an inclosure in each package, praising the product and the products of other members. No, thanks; not just yet.

The man (it was a thrill to meet him) who dresses up as Charlie's Aunt, or as a rube, carrying a comedy suitcase with your message painted on the sides. Could furnish any number of persons up to twenty, in any of thirty comedy costumes. Would ring door bells, or just walk the streets. Thanks for calling.

Trade paper representatives, national and local; grocers' and fruit dealers'. Yes, modestly and when suitable.

A high-boy, who will advertise on stilts. Solicitation by letter; sorry he didn't call.

The man who controls the architectural panorama on the local vaudeville theater scenery; a painted roof sign on a painting of a corner building for sale. No thanks.

Outdoor advertising men. All right, we'll use what we can afford; let's go out and select the locations.

A celluloid button man. Every kid will want to wear one. Great advertising army on foot. Thanks for calling.

Representatives of special food sections of daily papers. (These boys are always thinking up new ones.) No more just now, thanks.

Railway bulletin and railway car card men. No. thanks; out of our territory.

Some of the guests did not sign the register, so this list is not complete. It is not padded. The people mentioned did call and, unhappily, the conversations were not so brief as they are reported here. In between times the agency man did his work, and when he

was not thus employed he marvelled at the ways in which other people solve *a priori* the advertising problems which surround a product—any product—name to be filled in. And this was the thought on which he pondered:

All of these people have an advertising medium to sell. All of the media are legitimate, and useful and appropriate in their own way, and suitable for products which are suitable to them. After all, a fruit product is, probably, a legitimate quarry for all of them to pursue, because of its universal appeal. But, where's the money coming from?

The agency man got out his budget and scanned the figures. So much for newspapers, with the very definite help of their merchandising departments. So much for package enclosures; so much for window strips. So much for trade papers; so much for a broadside to the trade. So much for selected outdoor space.

Juggle the figures as he might, he could not contrive to leave a sum, product, quotient or remainder which provided the funds for skywriting. If anything were added to the plan, something else had to come off, and there was nothing that could be spared, without impairing the success of the whole planned, co-ordinated effort.

Yet here were a score or more of advertising possibilities not included in the plan. He had listened to the presentation of each one; weighed its value in comparison with other possibilities; and made his decisions. Was he getting in a rut? Was he closing his mind to the possible advantages of less familiar media?

He jotted down a list, as complete as that which you have read, and went over it item by item. Would any of the rejected items represent more to his client, in selling power per dollar, than the items which were included in his plan? It was a great source of mental relief when, at the end of this examination, he decided that whether he was right or wrong, he still stuck by his decisions.

That night the agency man attended a well-earned bridge party. His partner at the second table—the kind that gentlemen prefer—said,

"Oh, you are in the advertising business. What do you do? Do you write the clever things and give them to the papers to print?"

I said "yes."

Convention Calendar

FEBRUARY 26-28, 1927 — Eleventh District Convention of the International Advertising Association, Greeley, Colo.

JUNE 26-30, 1927 — International Advertising Association, Denver, Colo.

OCTOBER 19-21, 1927—Direct Mail Advertising Association, Chicago.

1927 (dates not yet decided) — Outdoor Advertising Association of America, Atlantic City, N. J.

neither an
inferiority complex
nor a violettish
modesty are
reasons for our
admission that
The Detroit Times
does not give *full*
coverage of the
Greater Detroit area
—this is not a
one paper market—
but you *can* do the
job with two
evenings or two
Sundays—
or both very cheaply

We Seek to Serve

Isaac Goldmann representatives take orders but they are not "order-takers." They are service-seekers. They seek to *serve* first, and *sell* afterward.

And behind them stands a plant that runs day and night—a plant modern in every sense of the word, and of such versatility that a "tonnage" newspaper job may be found running side by side and at perfect peace with a de luxe brochure.

If you are not certain what form of direct-mail advertising best fits your requirements, our Direct-Mail Service Department (with a background of fifteen years' experience) stands ready to cooperate with you. In return, we merely ask an opportunity to interview the individual in your organization whose word is final.

And in the meanwhile, may we send you a copy of our 1927 Calendar?

ISAAC GOLDMANN COMPANY

Established 1876

80 Lafayette Street Worth 9430 New York



Buy Christmas Seals

Out of a Job at Fifty

[CONTINUED FROM PAGE 27]

instead of telling him candidly that they were not going to offer him employment, intended to be kind. Their promises kept him from abandoning hope.

At the same time, the "prospects" that he thought he had may have caused him to be less energetic than he would otherwise have been in his efforts to find new leads. By letting him think that he had "several things in view" the production managers and copy chiefs who gave him cordial hand-shakes and never said "No" may have soothed him into a disinclination to come down to earth.

POOR old Marsh was an agency man; he had always been an agency man, and if the doors of the agencies were to be closed against him, what could he do? He knew very well that he was as good as he ever had been, and that he was going to be good for twenty years yet; but his hair had turned white, his face had become wrinkled, and he had never taken the trouble to prepare himself for such an emergency as had come because of Lon G. Ware's trip to Bermuda.

It was not until he had been out of work for nearly eight months, had made the round of the agencies over and over, had sold his car at a sacrifice, and had borrowed money until he could borrow no more, that he took himself figuratively by the nape of the neck, and woke up.

Tortured by a realization that was forcing itself upon him, he called upon Ed. Patton, the New York representative of several mid-western farm journals. Patton had formerly been one of Marsh's associates in agency work. They had been friends for twenty years.

After he had given a sorrowful account of his experiences, Marsh asked:

"What's the matter with me, Ed.? There must be some reason why they keep turning me down everywhere. What is it?"

Patton handed him a cigar, lighted one himself, and smoked thoughtfully for a minute or two. Then he replied:

"You're a mighty good copy writer. You can put 'sell' into a piece of copy, and make it interesting—when you're doing it for somebody else."

"But they won't give me a chance," Marsh complained. "I've shown them my stuff everywhere. They tell me it's good, and then say they're sorry there's no opening."

"Yes, I know. You and I are beginning to be looked upon as old men. Have you ever noticed the agency ads for help? They always want men between thirty and thirty-five, or younger."

"And the same men who publish those ads," Marsh retorted bitterly, "are as old or older than you and I. Look at the heads of most of the agen-

ONE MILLION
CIRCULATION
$1.53 a Line

THE Kansas City Star, Daily, and The Kansas City Star, Weekly, have a combined circulation of one million copies.

The Daily Star covers the urban market and The Weekly Star the rural market in a territory which is the richest productive area in the world—a territory which gathers from the soil every year in grain, live stock, oil and minerals more than three thousand million dollars.

In the Southwest, city blends into country and country into city without any sharp line of demarcation. That is why The Kansas City Star is offering a low combination rate on its Daily and Weekly editions.

The price for one million circulation is only $1.53¾ a line. This scales down to $1.35 a line on page and half page copy.

Never before an opportunity like this—the entire market, both urban and rural, in a great, prospering section, covered adequately at a low daily newspaper advertising rate.

The Kansas City Star reaches 51% of all the families in Missouri, both urban and rural, exclusive of St. Louis. It reaches 42% of all the families in Kansas, both urban and rural.

Ask your advertising agent about the most amazing coverage and the lowest advertising rate in the world!

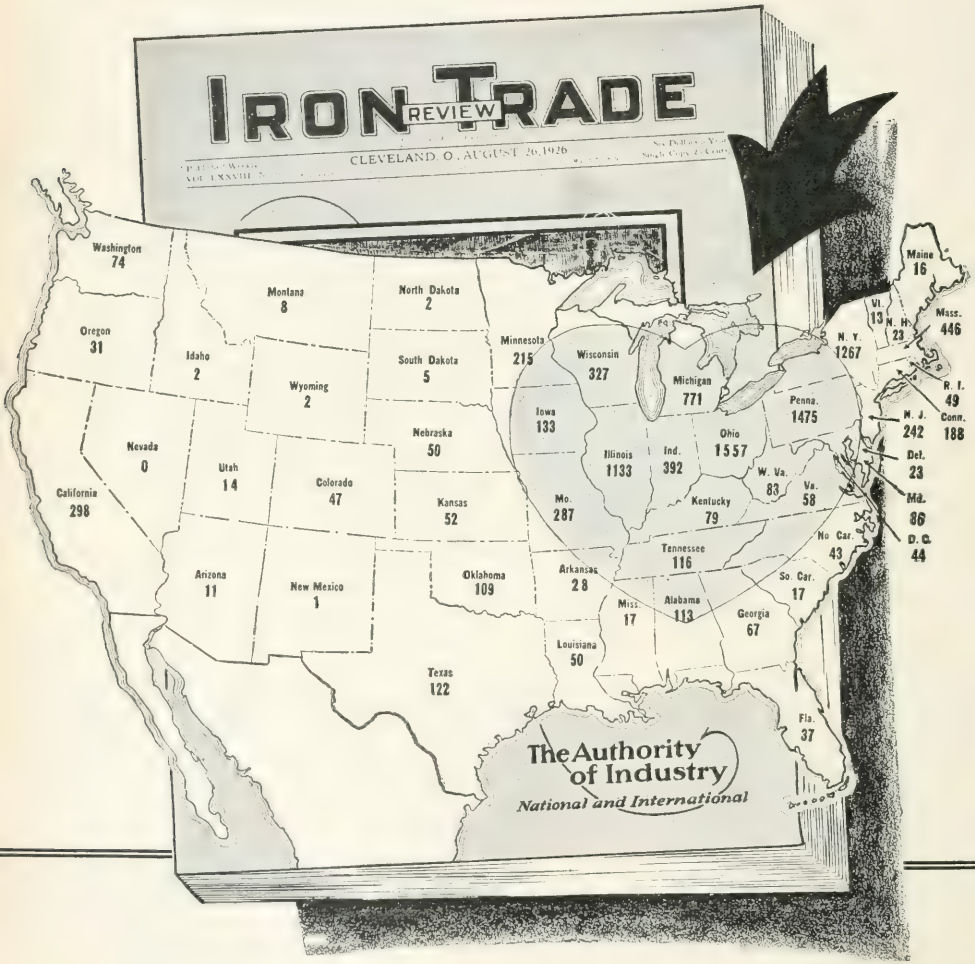
THE KANSAS CITY STAR
The Weekly Kansas City Star.

Chicago Office,
1418 Century Bldg.

New York Office,
15 East 40th St.

The Heart

IN the area of industrial activity recognized as the Heart of Industry are 16 states where more than 75 per cent of the country's enormous metalworking industry is concentrated. These states are Ohio, Michigan, Indiana, Illinois, Wisconsin, Missouri, Minnesota, Alabama, Georgia, Tennessee, West Virginia, Maryland, western New York and western Pennsylvania.



of Industry

This teeming industrial area is the center of steel production, steel consumption, the automobile industry, general manufacturing, the machine tool industry, lake shipping and ship-building, and the transportation of coal, iron ore and grain.

Cleveland—the headquarters of Iron Trade Review—is the key city of the Heart of Industry.

Industrial Executives' Business Paper

Iron Trade Review is the business paper of the metalworking industry. It is the executive's once-a-week, complete, authoritative and compact source of essential market and business information upon which he depends for guidance in the successful and profitable conduct of his business.

That he is more and more depending on Iron Trade Review for this service is proved by the consistent gains in both circulation and advertising.

Iron Trade Review is a member of Associated Business Papers Inc., and of the Audit Bureau of Circulations.

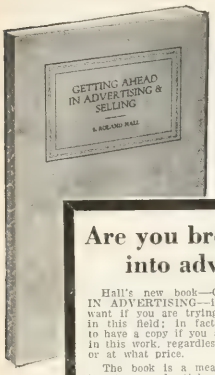
The Authority of Industry— National and International

THE map shows the geographical location of the Heart of Industry and emphasizes not only the completeness of Iron Trade Review circulation within this territory but also the national circulation of 10,384. In addition there are 470 subscribers in Canada and abroad, plus 538 copies going to regular advertisers most of whom are large buyers of materials and equipment.

Each week 12,000 copies of Iron Trade Review are distributed throughout the world. These copies are read by more than 35,000 executives — the decision men in the metal *consuming* and *producing* industries who value Iron Trade Review because of its exceptional editorial service and merit. More than 70 per cent of our subscribers renew their subscriptions year by year which is the acid test of reader interest.

A. B. C. —— IRON TRADE REVIEW —— A. B. P.

CLEVELAND



FREE *to you*

Hall's new book with Hall's great Library

Are you breaking into advertising?

Hall's new book—GETTING AHEAD IN ADVERTISING—is a book you will want if you are trying to get a foothold in this field; in fact you will be glad to have a copy if you are already engaged in this work, regardless of how, or where, or at what price.

The book is a meaty little volume of how to use advertising and selling ability to your own best advantage; it gives you hundreds of bits of practical experience in making your efforts count. It comes to you FREE with

S. Roland Hall's LIBRARY OF ADVERTISING AND SELLING

4 Vols., 3323 pages, 1090 illustrations, flexible binding, $1.50 in 10 days and $2.00 monthly.

This is the indispensable advertising and selling reference and home-study set. Hundreds of men and women are using it to push themselves ahead. Hundreds of experts in all branches of marketing have it handy for reference. Agencies throughout the country have these books in their libraries. Colleges and universities use the books as texts. If you're in advertising, or selling, or any branch of marketing, don't be without the good this set can bring you.

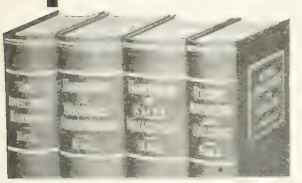
$20 worth of books for $17.50
Only 7 cents a day

The big, well-paying jobs call for men with all-around knowledge of the entire selling business — advertising, personal salesmanship, planning, managing, etc. Add to your own experience a working command of the principles and methods that have been proved by the experiences of the most successful selling organizations. You get them—hundreds of them—in this great set.

Examine for 10 days FREE
No money down
Small monthly payments

Try the set for yourself. Examine it at our expense. If you like it, keep it; if you don't, send it back. It has helped and is helping others. There's personal wisdom in seeing, at least, what it can do for you.

Prove it for yourself
Mail the coupon now



FREE EXAMINATION COUPON

McGraw-Hill Book Company, Inc.
370 Seventh Avenue, New York

You may send me the HALL LIBRARY OF ADVERTISING AND SELLING for ten days' free examination.

If the books are satisfactory, I will send $1.50 in ten days and $2 a month until your special price of $17.50 has been paid. With the Library I am to receive a free copy of Hall's GETTING AHEAD IN ADVERTISING AND SELLING. If not wanted, I will write you for shipping instructions.

Name .....
Address .....
Position .....
Company ..... A.F. 12-15-26

cies. Men of fifty, sixty, or even worse. They'd laugh at you if you told them they were no good any more. Take the important jobs in other lines. You'll not find boys in many of them. I'm as good today as I ever was—better!"

"Sure, you are. But you're out of a job, and no agency seems to want to take you on. You see, it's like this. They won't believe that a man of your age, or mine, is likely to last long. They think your ways are set, and that you'd not be willing to let them tell you anything. Probably they're all wrong in your case, but that's how it is."

Marsh slumped down in his chair.

"I guess I'm through," he said, at last. "Agency work is all I know. There's nothing else I can do."

"I wouldn't say that," Patton replied. "Let's see. You've been selling for other people and making a good job of it. Why not sell for yourself?"

"What have I got to sell, except my ability? I've tried to sell that, God knows—and here I am!"

"Maybe you haven't been going to the right market. I've had a plan for some time that I've been thinking of trying out, but I haven't got around to it. I'll give it to you. Run through the papers and magazines, and study the ads carefully. When you find one that you think you could improve very decidedly, make a layout, write your copy, and go to the advertiser with it. But write him first. Pull the old 'sell' stuff in your letter. Get an appointment with the right man. You can do it. You've been doing it for years for others. Now do it for yourself. Try it out, and let me know what happens."

Marsh went away wondering and skeptical. He had no rosy illusions, but he was "up against it" and had to do something. His first effort to put Patton's plan into effect was a flop, and the second was no better. He went back to Ed. at the end of a few discouraging weeks, and made certain remarks concerning the futility of existence.

"Let's see your stuff," said Patton, and Marsh spread it before him. Ed. went over it carefully, comparing it with the published advertisements that had been selected for improvement.

"Well, you've shown how these ads could have been done better," Ed. admitted "but you haven't offered a single new idea. You've merely worked over the other fellow's stuff. Get me? Give 'em new ideas, new slants, new appeals. Get away from the old dope completely. You can do it, and I'm still betting on you."

MARSH took up the plan again, with a clearer understanding of its possibilities, and with a determination to go the limit on it, to cease to be timid about offering something that was "different."

During the past year he has had enough special copy assignments to make it frequently necessary to work at night or on Sundays, and a few

Consider This Market

The rural sections of Virginia, North Carolina, West Virginia, Maryland and the adjoining territory constitute one of the finest of all farm markets.

Farm Mortgages are 16½% less than the average for the rest of the country. Crop Values per acre are the highest in the United States. In the past five years the number of farms has been increased by 25,000. Significant indications, indeed, of the prosperity of this area.

Here is a market that you cannot afford to overlook, and in the Southern Planter, the oldest agricultural journal in America, you have the perfect medium for reaching it. Its circulation in this area is more than 180,000, twice each month—one out of every three farmers is a subscriber. Your advertisement in this publication will have the advantage of this complete coverage and the high esteem in which the Southern Planter is held.

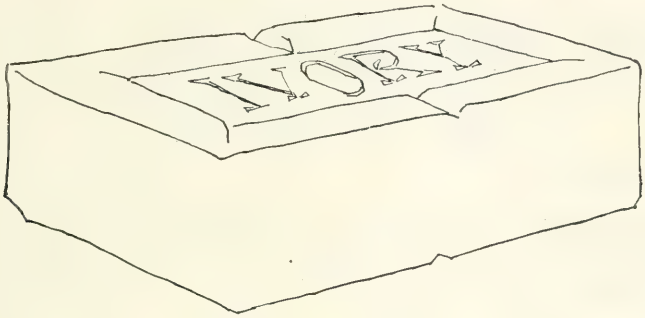
The Southern Planter
Richmond, Va.

JAMES M. RIDDLE CO.
Chicago New York Atlanta
Kansas City San Francisco

We want Mr. Ralph F. Rogan, advertising director of Procter & Gamble, to read this page.

Speaking of Ivory Soap, Mr. Rogan:

We asked 30,000 Comfort subscribers what kind of soaps and cleansers they used. 15.18% said Ivory · 12.16% Fels-Naptha · 10.91% 20-Mule Team · 5.65% Home-made · 3.13% P & G · 3.29% Octagon · 4.65% Fairy · 1.55% Crystal White · 16.58% Old Dutch · 11.22% Lux · 2.42% Fab · 1.74% Rinso · 11.54% miscellaneously distributed over 22 brands which include Ivory Soap Flakes.



Ivory Soap *is* sold by all dealers. But only 15.18% of the million subscribers to Comfort use Ivory. Which leaves nearly a million possible new Ivory homes in the Comfort family circle. That's a market, Mr. Rogan.

Can Comfort subscribers buy Ivory Soap? We think so. Seventy-eight per cent own the farms on which they live—and the average size of their farms is 198 acres.

Are they covered by Ivory Soap advertising in other publications? We think not. Comfort's duplication with The Ladies' Home Journal is 3.13, with McCall's 5.56.

There are many more interesting angles in the story Comfort has to tell you.

COMFORT—THE KEY TO HAPPINESS AND SUCCESS IN OVER A MILLION FARM HOMES—*AUGUSTA, ME.*
NEW YORK, 250 PARK AVENUE · · CHICAGO, 1635 MARQUETTE BUILDING

LAST FORMS CLOSE 28th OF SECOND MONTH PRECEDING DATE OF ISSUE

P. T. BARNUM AND HIS WHITE ELEPHANT

"There's one born every minute and two to take 'em," he said. Ballyhoo outside will draw the crowd into the big tent. They want to be fooled and entertained.

But when you advertise in the *Forum* you aren't talking to a crowd. You are talking to a select group of 75,000 wide-awake people. They don't need bamboozling. They don't like ballyhoo. They can see through bunk.

The people who read the *Forum* are used to thinking for themselves, for this is a magazine of controversy, a mart of opinion. The *Forum* provides mental stimulus for its readers. It is a "live" magazine read by 75,000 alert, responsive men and women.

Do you want to reach such an audience?

FORUM

A magazine of controversy

Edited by
HENRY GODDARD LEACH

247 Park Avenue . . . New York

THE GATEWAY TO GOOD TYPOGRAPHY

Our clientele is steadily increasing among those agencies and advertisers who believe good art work and good copy require good typography

WIENES TYPOGRAPHIC SERVICE
INCORPORATED
203 West 40th Street, New York City
Telephone Longacre 7034

weeks ago he was asked by one of his clients whether he would care to consider a proposition to take the management of his advertising department.

Warren Marsh, the victim of circumstances, is no longer wandering around with "several things in view," and he has found one way, at least, in which an agency man who is out of a job at fifty may still carry on.

A. N. P. A. Names Judges

NOVEMBER 30 marked the close of the contest for prize advertisements advertising newspaper advertising, which has been held under the auspices of the Bureau of Advertising of the American Newspaper Publishers Association. This contest was open, to quote from the Bureau's literature, to "all persons who think they can write good advertisements." Its object was set forth as, "To develop the best and newest thought concerning the value of newspaper advertising to national advertisers." Prizes of $300, $150 and $50 were offered, and in addition the Bureau reserved the right to buy at $5 each forty or more advertisements submitted which do not win any of the prizes.

The contest opened on Sept. 20 and closed at the date above mentioned. The total returns aggregate well over six hundred submitted advertisements, many of them completely set up and including typography and art work. As was anticipated the great majority of the contestants were drawn from the newspaper advertising fields. Many submitted more than one entry, several working out complete campaigns to run over a period of weeks.

Announcement of the winners will be made as soon as possible by the committee in charge, under the direction of Thomas H. Moore, Associate Director of the Bureau.

The following judges have been appointed to decide upon the awards: Marlin E. Pew, editor, *Editor and Publisher;* James O'Shaughnessy, Executive Secretary, American Association of Advertising Agencies; and J. A. Appel, Advertising Manager, John Wanamaker.

Six-Point League to Give Luncheon

THE Six-Point League of New York will give a luncheon at the New York Advertising Club on Dec. 21, at which H. S. Schott, general sales manager, National Carbon Company, and G. C. Furness, manager, Radio Department, National Carbon Company, will be the speakers. Paul West, advertising manager, National Carbon Company, and W. R. Okie, N. W. Ayer & Son, will be guests of honor.

This luncheon will be given by the league in cooperation with the Newspaper Representatives' Division of the Advertising Club.



I AM PROUD TO ANNOUNCE THAT N. S. GREENSFELDER ADVERTISING MANAGER HERCULES POWDER COMPANY AND VICE-PRESIDENT OF THE NATIONAL INDUSTRIAL ADVERTISERS ASSOCIATION HAS BECOME A CONTRIBUTING EDITOR TO ADVERTISING AND SELLING.

H. C. McDaw

Editor

The OPEN FORUM

Individual Views Frankly Expressed

A Compromise Needed

IF you will go back over the history of periodical advertising, you will find, I think, that Mr. Hotchkin's contention only dates back to the time where the old "standard" size magazine was augmented and enlarged into the type of publication it is today.

The old 5½ x 8 "standard" size was a splendid one, and advertising found its proper place and proper environment in the front and back parts of the publication.

The mad desire of one publisher over another to seek the advantage (?) of "next reading" position developed the larger size publication which had today become not only a mental but a physical problem to read.

I do not hold with Mr. Hotchkin that large size space is not a necessity for certain types of advertisers. However, even this is relative because a page is a unit of space whether it is 2 x 4 or 12 x 14. Advertisements are only large in actual lineage where the vehicle is large. I do not feel, therefore, that large space for advertisers is a menace to the profession of advertising or an element of unsuccess for the advertiser.

When advertisers demand of the publishers that their page lineage be reduced so that full page effects can still be secured and yet total agate lines per insertion materially reduced, a very happy compromise can be brought about I am quite sure.

ALFRED S. HEARN, *Vice-President*,
Groesbeck-Hearn, Inc.,
New York.

Justifying the Negative Appeal

IT is good to see an article which proves that the negative appeal has its place. I refer of course to your "Wet Rubber Slips" in the Dec. 1 issue.

In the Dec. 4 *Saturday Evening Post* there is a Todd Protectograph advertisement which reminds me of the old Square D Switch advertisements. Here, as in the case of Weed, negative copy is ideal. But all negative copy does not have to be based on a fear appeal.

One of the best slogans, in my opinion, is "Barking Dog Tobacco—Never Bites." Along come Barking Dog Cigarettes and someone probably ups and says "Never Bites" is negative, we'll change it to "Tickles the Throat." I used to think that mildness and smoothness of tobacco, whether for pipe or cigarette, were big talking points, and that a tickling throat needed the help of cough drops. But no, "Barking Dog Never Bites" is negative.

"Won't Shrink Woolens" helped to put over Lux, and I'd consider the halitosis campaign negative too.

MARVIN SMALL,
New York Advertising Agency,
New York

Not "Advertising Minded"

IN your Dec. 1 issue you carry an article by Mr. W. R. Hotchkin, which you caption "Why Don't the Cotton Growers Combine and Advertise?"

The best answer to that is that it would be impossible to get a group of men who are not sales or advertising minded, as the cotton growers and the mill operators, together in a national cooperative advertising campaign.

FRED MILLIS,
Millis Advertising Agency,
Indianapolis, Ind.

EDITOR'S NOTE: *Although the discussion upon the interviewing of publication representatives comes to an official close in this issue with the constructive summing up of the situation by Mr. Campbell, letters continue to pour in. Before the final curtain falls there are certain men whose high standing in the business and whose constructive suggestions entitle them to a hearing; so the remainder of this page and the column following will be devoted entirely to letters upon this vital subject.*

Salesmen Are Necessary

WE can sympathize with Mr. Lemperly. It seems that there is no end to advertising solicitors and some of them do not know as much about their publications as the people they are trying to sell. Some try to sell their publications by giving no essential information, and others do not have this information to give.

However, these are probably common faults of some of any class of salesman, and while publishers' solicitors take up so much time that it is difficult to do the day's work, yet we know they are necessary to the publishers just as our salesmen are necessary to us.

We can't see that there is any solution to this problem, as there will always be salesmen. It is up to the salesmen and the buyers to economize on time as much as possible, and when the buyer reaches the point where he can see no more publishers' representatives, he can only lock himself in and do his work, as, I can frankly say, it has been necessary for me to do at times.

W. P. WERHEIM, *Treasurer*,
Pratt & Lambert, Inc.,
Buffalo, N. Y.

See the Solicitor Once

EVERY publication representative who calls on our company is given a cordial interview by either myself or my assistant. We listen to what he has to say and, of course, refer him to our advertising agents.

We never see the publication representative a second time unless he has something definitely constructive to offer, which we can tell fairly easily. After the first interview we become very selfish and will listen to a representative a second and third and succeeding times only if he continues to benefit us definitely and materially by what he brings. We make no bones of stating this frankly, and it is generally understood by the publication representatives who call on us.

We find that this conserves our time. We find that we miss nothing because we always see every man once, at least, and we also find that it puts the publication men on their toes to make their interview very snappy and really constructive. This scheme we have used for three or four years, and we expect to continue using it.

When the publication changes representatives, we consider the new man the first interview and will always see him. There are some representatives whom we see whenever they call. There are others whom we will never see again.

EVERETT R. SMITH,
Advertising Manager,
Fuller Brush Company,
Hartford, Conn.

Too Much "Small Talk"

WE have salesmen and we have a kindly feeling for the publication salesmen, but isn't part of the trouble due not so much to the number of representatives and in some cases their frequent calls, but to the fact that too much time—theirs and ours—is wasted in what might be termed "small talk," rather than getting down to business promptly and when that business is taken care of, closing the interview.

Probably most advertisers make up their schedules once a year. Perhaps publications could keep in touch with the dates on which the different advertisers make up their schedules and carry on a campaign of general information by mail until, say, ninety days before the schedule is to be made up. Then they could send a representative with real facts and figures and matter

"I wish I could find two or three more publications like Better Homes and Gardens!"

—the unadulterated comment of a manufacturer of home equipment.

AND the point is—he found BETTER HOMES and GARDENS has no "twin." Through no other publication can you reach so many home people at a time when their attention is centered on home and family matters.

If you advertise any product for home or family use, you can profitably learn more about this magazine that guides the development of more than 850,000 better homes.

BETTER HOMES *and* GARDENS

E. T. MEREDITH, PUBLISHER *DES MOINES, IOWA*

CIRCULATION 850,000 RATE $6 A LINE



Full-page Advertisement *which appeared in the New York Times of November 22nd. A reprint of this will gladly be sent on request.*

CHILDREN Is Going Over Big!

In the whole list of national periodicals there has been until now none to appeal to the most important buying group—parents.

FROM the very start, CHILDREN, *The Magazine for Parents*, has been a sensational success. More than 500 newspapers, unsolicited, commented editorially on the appearance of its first issue as an event of national importance. Subscriptions are pouring in. It seems that the reading public has been simply waiting for the appearance of some such magazine—a trade paper for parenthood.

Copies of CHILDREN are actually *passed around* in hundreds of child-study groups. Its articles are becoming the *subjects of discussion* among the 1,000,000 members of Parent-Teacher Associations, and the 3,000,000 members of women's clubs. The endorsement of CHILDREN by leading health and educational authorities, lends tacit but automatic sponsorship to everything appearing in its pages.

Advertising rate $250 per page, based on editions guaranteed not less than 60,000 per issue. Applicant A. B. C. membership. 353 Fourth Avenue, New York City.



HOTEL ST. JAMES
109-113 West 45th St., New York City
Midway between Fifth Avenue and Broadway
An hotel of quiet dignity, having the atmosphere and appointments of a well-conditioned home. Much favored by women traveling without escort. 3 minutes' walk to 40 theatres and all best shops.
Rates and booklet on application.
W. JOHNSON QUINN

THE AMERICAN ARCHITECT
A. B. C. Est. 1876 A. B. P.
"Advertising and Selling to Architects," a booklet prepared to give you a better understanding of the architectural field, is now available.
Your copy will be sent upon request.
243 West 39th St. New York

Bakers Weekly A.B.C.-A.B.P. New York City
NEW YORK OFFICE—45 West 45th St.
CHICAGO OFFICE—343 S. Dearborn St.
Maintaining a complete research laboratory and experimental bakery for determining the adaptability of products to the baking industry. Also a Research Merchandising Department, furnishing statistics and sales analysis data.

of particular value to the particular advertiser rather than generalities.

PAUL E. KENDALL,
Advertising Manager,
Long-Bell Lumber Company
Kansas City, Mo.

The Way the Wind Is Blowing

ONE thought that occurs to me in relation to the Sherwin-Williams' letter about space salesmen is the enormous waste of the present system. I understand that space salesmen average five or six calls a day. Including salary and expenses, this means the calls cost from $5 to $10 each. In too many cases such salesmen fail to bring anything that interests the buyer, though they do take a lot of time either of the principal or his buffer.

Farsighted publishers should see in Mr. Lemperly's letter a straw that shows which way the wind is blowing. If publications are awake to the situation there will be fewer calls and better calls so that we will all be glad to see a certain group of the better men.

EDWARD T. HALL, *Vice-President,*
Ralston Purina Company
St. Louis, Mo.

Solicitors Take Advantage

THE interviewing of solicitors is getting to be a very grave matter with most advertisers, and a solution would be very much appreciated.

We are situated in a small town between Detroit and Chicago where train service is none too good. It has been our policy to grant interviews to all who ask for them because of the difficulty of getting to and from the cities, but we are beginning to feel that the solicitors are taking advantage.

I hope you will continue to wage your battle on this subject and that a solution will be found in the near future.

JACK R. GARDNER, *Advertising Manager*
The Beckwith Company
Dowagiac, Mich.

A Function of the Job

IT would be interesting to know what instructions Mr. Lemperly would give his own salesmen if he should receive a letter similar to his own from a large consumer of paint who indicated that he preferred to have paint salesmen call on a nearby jobber and not get in touch with him at all.

While I am entirely willing to agree that the number of publication salesmen and the frequency of their calls make serious inroads upon the time of any buyer of advertising space, still I personally would feel strongly disinclined to send out an intimation that any advertising agency was handling one of the most important functions of my job.

ROBERT F. WOOD,
Advertising Manager,
The Autocar Company
Ardmore, Pa.

The Lillibridge Viewpoint

Number Eight *Issued by Ray D. Lillibridge Incorporated* *New York*

Snare Drum Advertising

YEARS ago in one of the Hudson River towns there lived a fellow by the name of Harry Jennings. Harry played a cornet in the local brass band, and be it added, Harry played strictly by note.

Every Saturday night in the summer the band gave a concert in the trolley company's park out at the West End, and every Saturday night Harry sat proudly in the charmed circle under the dim lights of the bandstand—which grew dimmer whenever a trolley arrived or departed.

One Saturday night the leader of the band was ill, and Hakes, who played first trombone, took the baton. Hakes was one of those incorrigibles who must have his joke. And so, on this night, when he passed out the music for *Creole Belles*, he handed the snare drum part to Harry, and passed the word to the drummer to fake the drum part.

As we have said before, Harry played strictly by note, and as the last note of *Creole Belles* came echoing back from across the ravine, Harry turned to the player at his right and remarked, "That sure was an easy one—just tooting on the same note all the way through!"

§ § §

We were going to editorialize on this and try to point out subtly that there is rather too much snare drum advertising.

But we've decided to talk about diamonds instead. Diamonds and ideas.

Ideas—particularly advertising ideas—are very much like diamonds. A diamond owes its sparkle and color and warmth to its many facets, which reflect and refract light. Without these facets it would be dull and uninteresting. Fresh facets or angles are also needed to make an advertising idea sparkle and to give the campaign color and warmth and human interest. Which is a thought for all of us to keep in mind.

From Round the World

THE Lillibridge circle of friends is rapidly broadening. After every issue of THE VIEWPOINT we receive letters from business men (some of them competitors) all over the country, inquiring about the Lillibridge Fee-and-Budget system, or the Lillibridge "objective" method, or Lillibridge "follow-through." And now come letters from far-off Sydney, N.S.W., and Adelaide, Australia, and Helsingfors, Finland asking for further information on the Lillibridge way of advertising.

It *is* a different way, so different that it is attracting the attention of men clear round on the other side of the world!

Future of Advertising

"THE advance in knowledge of the prevention of disease in the last quarter century is greater than in all the previous history of mankind," says a writer in *Printers' Ink*. "All that now stands in the way of complete utilization of this knowledge is the ignorance and prejudice of a great body of people. The Metropolitan Life's advertising is an effort to inform that ignorance and break down that prejudice.

"It is not too much to say that the kind of advertising this company is using is of such public importance that the Government could well afford to carry it on and pay for it out of the public funds. Such a course would be as logical and legitimate as the Department of Public

Health. And when we are more enlightened, such an extension of Government activities will be the most natural thing in the world."

This reminds us of Richard Walsh's contention that the day will come when the Government will use advertising as naturally as business does today, and that it is not too much to expect that ultimately the political party in power at Washington will run a page advertisement in the national weeklies every week reporting on its stewardship and telling the country in a straightforward way just what it is trying to accomplish.

ILLUSTRATIVE of "the new American tempo," Bottles *publishes the following: "In the old days, if anybody missed a stage coach he was contented to wait two or three days for the next. Now he lets out a squawk if he misses one section of a revolving door."*

Product Individuality

LONG BEFORE "product-analysis" became a term to be conjured with in the world of advertising, we had formed the habit of what we called "product-research" (as differentiated from market-research, but complementary to it). With the passing of the years it has become second nature for us, in taking on a client, to start thinking and working in both directions at once.

We study the market to discover its potentialities to absorb and use the product or service offered, with special relation to new fields and new uses; and we study the product intensively to "isolate its individuality," if you will grant us the term, so that it may talk for itself.



No Powder to Waste

COLONEL WILLIAM PRESCOTT successfully defended Bunker Hill with 1200 men on the 16th day of June, 1775, not because he was blessed with more men or better guns, but because General Putnam went up and down the line before the Redcoats began to storm the hill and instructed his men, "*Don't fire till you see the whites of their eyes.*"

There was no powder to waste for the sake of making a big noise, or of staging an impressive battle.

We believe in General Putnam's philosophy; we insist on spending generously when we are convinced that only by generous expenditure can the "objective" be reached. But we never waste powder for the satisfaction of making a big noise.

The business man who is anxious to win the patronage or good-will of the public, but imagines it will cost more than he can afford to spend, will be interested to learn how economically it can be accomplished if worked out by easy stages following our "objective" method of handling a promotion program, and against our background of twenty-five years of experience in molding public opinion.

RAY D. LILLIBRIDGE INCORPORATED

Advertising

NO. 8 WEST 40TH STREET · NEW YORK

Telephone: Longacre 4000

Established in 1899

6131-8

Mr. Lemperly Has Started Something

[CONTINUED FROM PAGE 22]

unknown to them, we would get little else done.

We attach a sample of the notices which we have had prepared to meet this situation, and which are handed by our information desk to solicitors calling on us.

This plan has been in effect with us for several years. Most of the publication representatives are familiar with the policy now, and we have little occasion to use these cards, as practically all solicitation is made through the agency .

* * *

We are always ready to see the representative who has well considered our problem and who has convictions that the use of his medium will help us in its solution. We very much prefer to have him come to see us after he has presented the matter to the agency and upon its recommendation that this is a story we should have. We are quite willing, however, to see him if he has failed to convince the agency and feels that for any reason his story there has not been given adequate weight. From the visit of a representative thus equipped the advertising manager can learn much.

* * *

Publishers should instruct their representatives not to take the time of the advertiser unless they have reason to believe their magazine could fit in with his plans. Representatives should find out about the advertiser's plans from the agency and that should definitely guide them. When they are sure their magazine does fit they should go to the advertiser with some real facts applied to his problem, not just with "hot air."

I believe that unless some such plan as this is followed, more and more advertisers' doors will be shut to publishers' representatives.

* * *

One thought that occurs to me in relation to the Sherwin-Williams letter is the enormous waste of the present system. I understand that space salesmen average five or six calls a day. Including salary and expenses, this means the calls cost from $5 to $10 each. In too many cases such salesmen fail to bring anything that interests the buyer, though they do take a lot of time either of the principal or his bluffer.

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* * *

It seems there is no end to advertising solicitors and some of them do not know as much about their publications as the people they are trying to sell. Some try to sell their publications by giving no essential information and others do not have this information to give. . . . We can't see that there is any solution to this problem, as there will always be salesmen. It is up to the salesmen and the buyers to economize on time as much as possible, and when the buyer reaches the point where he can see no more publishers' representatives, he can only lock himself in and do his work as, I can frankly say, it has been necessary for me to do at times.

THERE, ladies and gentlemen, is the "picture." What does it show? First, that publishers' representatives themselves realize that advertising solicitation, as now conducted, is not satisfactory either to themselves, to advertising agents or to advertisers. Publishers' representatives admit that the calls they make are, in most cases, futile. They also admit, by inference, that these calls are made against the wishes of the advertising agent who handles the account; and that they are not made as the result of any strong desire on the part of the advertiser.

It is only fair to say, however, that publishers of trade and industrial pub-



Sell and prove first—advise afterward

Marquis Regan

We not only train salesmen but furnish them, when the correct work prescription has been proved out in the sales laboratory. We do not merely *tell* the manufacturer what to do, we set up policy, plan and personnel in actual operation, on a better net profit basis.

MARQUIS REGAN Incorporated

SALES COUNSELORS··270 MADISON AVE. N.Y.

We serve only sound, established corporations. Unless we are confident of success, we will not accept a retainer. As we travel constantly, we can probably visit you, by appointment, if you wish.

ELECTRICAL ANIMATED AND STILL **DISPLAYS** for WINDOW, COUNTER, and EXHIBITS

Effective—Dignified Planned Inexpensively

CONSULT WITH EXPERTS

ANIMATED PRODUCTS CORP.
19 WEST 27TH ST. NEW YORK

If it dramatizes a selling thought it's an

EINSON-FREEMAN WINDOW DISPLAY

511 E. 72d St. Rhinelander 3960 New York City

Specializing in window and store display advertising

Let's Understand the Advertising Agency

Here's a book that will help

At the A. A. C. W. convention the incomparable Harry Lesan said the advertising agency business needed an inventory and proceeded to call upon various leaders to render it.

To a man up a tree it seemed as though they overlapped a bit for want of a cleanly divisible outline. Not a bit like going through a dealer's consigned stock with a repair parts list and checking items one by one. Or doing a survey aided by a questionnaire.

Six years before the Philadelphia convention, Lynn Ellis had already started picking agency service apart—making check-lists. A year ago he resigned supervision of accounts running well over a million a year to write "Check-List Contracts for Advertising Service," a veritable "parts list" of agency functions.

Now you can go through agency service from A to Z and never wander, never back-track. You can check in simple, clean-cut fashion what the given agency has in stock, what it doesn't handle, what it will dig up on special order. When you're through you have the sensible basis for a service contract and in the book you'll find the contract written for you.

Let's understand the agency, and buy and sell agency service on a branded basis. This book names and numbers the parts out of which you may assemble any combination of services you want to get or give.

It is a coded index for agency or departmental cost system—a complete outline for functional organization or standard practice instructions.

As a book of contracts, it is significant. As a handy classification of agency terms and functions it is the most efficient mechanical aid to understanding yet devised, equally valuable to client and agency, leader and cub.

Ten Dollars, postpaid in the United States. Send for it *now*.

Clip and Rush This Coupon

LYNN ELLIS, Inc.
One Madison Avenue, New York
Room 346, Desk C-3

☐ Herewith check for $10.00. Send me the book. "Check-List Contracts."

☐ Send more information about the book.

☐ What about your new "advertising relations and management" service?

Name .....

Address .....



American Lumberman
Published in CHICAGO
Member A. B. C.
READ wherever Lumber is cut or sold.

Shoe and Leather Reporter
Boston
The outstanding publication of the shoe, leather and allied industries. Practically 100% coverage of the men who actually do the buying for these industries. In its 67th year. Published each Thursday. $6 yearly. Member ABP and ABC.

FOR HOUSE ORGANS REACHING RETAILERS:
Special Articles, Syndicate Articles, or Entire Editorial Supervision.
KING EDITORS' FEATURES
A. Rowden King, Mgr., 1170 Broadway, New York

Topeka Daily Capital
The only Kansas daily with circulation thruout the state. Thoroughly covers Topeka, a midwest primary market. Gives real cooperation. An Arthur Capper publication.
Topeka, Kansas

lications seem to have good ground for believing that they are entitled to special consideration at the hands of advertisers.

Second, that advertising agents would prefer that advertising solicitation be confined to themselves; and that publishers' representatives should not, ordinarily, call on advertisers with a view to securing orders for space.

Third, that advertising managers are of the belief that present-day methods of selling advertising space are wasteful; and not only that, but time-consuming. They do not go so far as to say that they will follow Mr. Lemperly and close their doors to publishers' representatives; but, reading between the lines of their letters, it is clear that some such alternative as that is in their minds.

Fourth, that both advertising agents and advertising managers—and to an extent, publishers, too—feel the need for more definite and more detailed information regarding circulation, markets, etc., than can possibly be given verbally.

IF Mr. Lemperly's letter has done nothing else, it has brought this whole matter of advertising solicitation "into the clear." And I shall be very much surprised if, from it, something constructive does not issue.

A recital of some of my own experiences may throw additional light on the subject.

My introduction to national advertising occurred in 1904, when I was put in charge of the advertising department of an important western railroad. The department was not well organized. To make it function as it should, I worked twelve and, often, fifteen hours a day. Word had gone out that the A. B. & C. R. R. had appropriated a vast sum for advertising and the ante-room of my office was crowded all day long with men who were determined to get some of that money. Day after day, I listened to these men's stories. Night after night, I sat in my office, doing the work which I would have done between 9:00 A.M. and 5:00 P.M. if I had been permitted to do so. That sort of thing couldn't continue. Whether I liked it or not, I was forced to say, "I'll see no one." And I did not, for weeks. You can imagine how popular I was—not. I recall overhearing one man say, when I sent out word that I was too busy to see him, "What the hell is the matter with him? Who does he think he is? I can see the president of this d——d road in five minutes, if I want to." I am quite sure he could. But I had to choose between listening to what he and a hundred other men had to say and not doing my work or locking my door and doing my work.

When I went to Cincinnati in 1904, I faced very different conditions. The duties of my position were not burdensome; and although the policy of the company which employed me was not to welcome publishers' representatives, but to refer them to its advertising

Signs of Christmas



They Still
Believe in Signs

National Outdoor Advertising Bureau

INCORPORATED

An Organization Providing a Complete Service in Outdoor Advertising through Advertising Agencies

1 Park Avenue, New York General Motors Building, Detroit 14 East Jackson Boulevard, Chicago

AGENCY MEMBERS
OF THE NATIONAL OUTDOOR ADVERTISING BUREAU, INC.

ATLANTA, GA.
Johnson-Dallis Company
Massengale Adv. Agency

BALTIMORE, MD.
Green & Van Sant Co., The
Katz, The, Joseph, Company

BIRMINGHAM, ALA.
Cox Advertising Agency

BOSTON, MASS.
Barber, J. W. Adv. Agency, Inc.
Conover, S. A., Company, Inc.
Ellis, A. W., Company
Greenleaf Company, The
Morgan, John J., Adv. Agency, Inc.
O'Connell-Ingalls Adv. Agency
O'Keefe, P. F., Adv. Agency, Inc.
Shumway, Franklin P., Company
Snow, Walter B., & Staff, Inc.

CHICAGO, ILL.
Aubrey & Moore, Inc.
Bellamy-Neff Company
Benson & Gamble
Blackett & Sample, Inc.
Bowers, Thos. M., Adv. Agency
Brandt Advertising Company
Brennan-Phelps Company, The
Buchen Company, The
Buck, The Glen, Company, Inc.
Caples Company, The
Collins-Kirk, Inc.
Conover-Mooney Company, The
Critchfield & Company
Crowell, Williams & Co., Inc.
Davis, J. William
Dunham, The John H., Company
Erwin, Wasey & Co.
Frey, Chas. Daniel, Adv. Inc.
Green, Fulton, Cunningham Co., The
Gundlach Advertising Co.
Hamilton, J. R., Adv. Agency, Inc.
Heegstra, H. Walton
Henri, Hurst & McDonald
Joerns, Arnold, Company, Inc.
Johnson, Read & Company
Kastor, H. W., & Sons Adv. Co.
Kling-Gibson Company
Long, The W. E., Co.
McCutcheon-Gerson Service
McJunkin Advertising Co.
Matteson-Fogarty-Jordan Co., Inc.
Mitchell-Faust Adv. Co., Inc.
Murphy, Carroll Dean, Inc.
Needham, Maurice H., Company
Nichols, Charles F. W., Company
Porter-Eastman-Bryne Co.
Potts-Turnbull Co., Inc.
Rankin, Wm. H., Company
Reincke-Ellis Company
Roche Advertising Co.
Rosenberg, The Irwin L., Company
Sadler, E. T., Company
Sehl Advertising Agency
Touzalin, Charles H., Agency, Inc.
Turner-Wagener Company
Vanderhoof & Company
Warner, Mason, Company
Williams & Cunnyngham, Inc.

CINCINNATI, OHIO
Blaine-Thompson Co., Inc., The
Haehnle, The Walter F., Company
Proctor & Collier Co., Inc.

CLEVELAND, OHIO
Dunlap-Ward Adv. Co., Inc.
Fuller & Smith
Nesbitt Service Co., The
Powers-House Company, The
Richardson-Briggs Co., The
Sweeney & James Co., Inc., The

DALLAS, TEXAS
Southwestern Adv. Co.

DAYTON, OHIO
Geyer Company, The

DENVER, COLO.
Conner Advertising Agency, Inc.

DETROIT, MICHIGAN
Brooke, Smith & French, Inc.
Campbell-Ewald Company
MacManus, Inc.
MacDonald-Ramsdell-Wood, Inc.
Phelps, George Harrison, Inc.
Randall, Fred M., Company
Winningham, C. C., Inc.

HARTFORD, CONN.
Manternach Company, The

INDIANAPOLIS, IND.
McKee, The Homer Co., Inc.
Millis Adv. Company

KANSAS CITY, MO.
Baxter-Davis Adv. Company
Ferry-Hanly Adv. Co.
Loomis-Potts Company
Smith, Allen C., Adv. Company

LOS ANGELES, CALIF.
Holmes, Frances, Adv. Agency
McCarty Company, The
Miner, The Dan B., Company
Smith & Ferris
Waters & McLeod

LOUISVILLE, KY.
Basham, Thomas E., Company, Inc.
Doe, Elmer H., Adv. Agency

MEMPHIS, TENN.
Davis, Dudley, Inc.

MILWAUKEE, WISC.
Cramer-Krasselt Company, The
Klau-Van Pietersom-Dunlap-Younggreen, Inc.
Koch Company, Inc.
Olson & Enzinger, Inc.

MINNEAPOLIS, MINN.
Amesbury Adv. Agency
Herr Advertising Agency
Martin, Mac, Adv. Agency, Inc.
Mitchell Advertising Agency, Inc.

NEW ORLEANS, LA.
Bauerlein, Inc.
Chambers Agency, Inc., The
Reese Adv. Agency, Inc., The

NEW YORK, N. Y.
Amsterdam Agency, Inc.
Barton, Durstine & Osborn, Inc.
Batten, George, Co., Inc.
Blackman Company, The
Bond, Willard H., Inc.
Bromfield & Company
Calkins & Holden, Inc.
Carr & Columbia, Inc.
Churchill-Hall, Inc.
Collins, Clarkson A., Jr., Inc.
Colton, Wendell P., Co.
Corman, Co., Inc., The
Dauchy Co., The
Doremus & Company
Dorland Agency, Inc.
Dyer, The George L., Co., Inc.
Erickson Company, Inc., The
Federal Adv. Agency, Inc.
Foote & Morgan, Inc.
Frank, Albert, & Co., Inc.
Fyffe, Norman A., Corp.
Gould, M. P., Company
Griffin, Johnson & Mann, Inc.
Groesbeck-Hearn, Inc.
Gumbinner, Lawrence C.
Hanff-Metzger, Inc.
Hawley Adv. Co., Inc.
Hellwig, E. W., Co.
Hommann, Tarcher & Cornell, Inc.
Howard, E. T., Company, Inc.
Hoyt, Charles W., Co., Inc.
Lennen & Mitchell, Inc.
Lesan, H. E., Adv. Agency, Inc.
Lord & Thomas and Logan
McCann, The H. K., Company
McDonald, C. P., Company, Inc.
McMullen, Robert M., Co.
Mason, C. Henry
Mears Advertising, Inc.
Metropolitan Adv. Co., Inc.
Michaels, Harry C., Company
Newell-Emett Company, Inc.
Newmark, J. H., Inc.
Olmstead, Perrin & Leffingwell, Inc.
Peck Advertising Agency, Inc.
Picard, Bradner & Brown, Inc.
Powers, John O., Company
Presbrey, Frank, Company, Inc.
Redfield Adv. Agency, Inc.
Richards, Joseph, Company, Inc.
Ritter, The Philip, Co., Inc.
Rose, Irwin Jordan, Company, Inc.
Ross, F. J., Company, Inc.
Seaman, Frank, Inc.
Sheridan, Shawhan & Sheridan, Inc.
Sherman & Lebair, Inc.
Smith, Sturgis & Moore, Inc.
Storm, Jules P., & Sons, Inc.
Street & Finney, Inc.
Thompson, J. Walter, Co., Inc.
Trades Advertising Agency
Wales Advertising Company
Wallerstein, Alfred, Inc.
Williams & Saylor, Inc.

OMAHA, NEBRASKA
Darlow Adv. Company

PHILADELPHIA, PA.
Blum, Charles, Adv. Corp.
Cross, J. H., Company, Inc.
Edwards, Ewing & Jones, Inc.
Foley, The Richard A., Adv. Agency
McGuckin, Eugene, Company
McLain-Simpers Organization
MacKenny, W. B., Company
Matos Advertising Co., Inc.
May, Bertram, Adv. Agency
Oswald Adv. Agency, Inc.
Payne, Hancock, Adv. Organization
Tracy-Parry Company

PITTSBURGH, PA.
Hill, The Albert P., Co., Inc.

PORTLAND, OREGON
Botsford-Constantine Co., Inc.

RICHMOND, VA.
Cecil, Barreto & Cecil, Inc.
Staples & Staples, Inc.

ROCHESTER, N. Y.
Lyddon & Hanford Company

ST. LOUIS, MO.
Britt-Gibbs Adv. Co., Inc.
Chappelow Adv. Company, Inc.
Chesman, Nelson, & Co., Inc.
D'Arcy Advertising Co., Inc.
Fisher-Brown Adv. Agency
Gardner Advertising Co., Inc.
Ring, Jr., John, Advertising Co.
Ross-Gould Company
Yost Advertising Company

SAN DIEGO, CALIF.
Western Advertising Co., Inc.

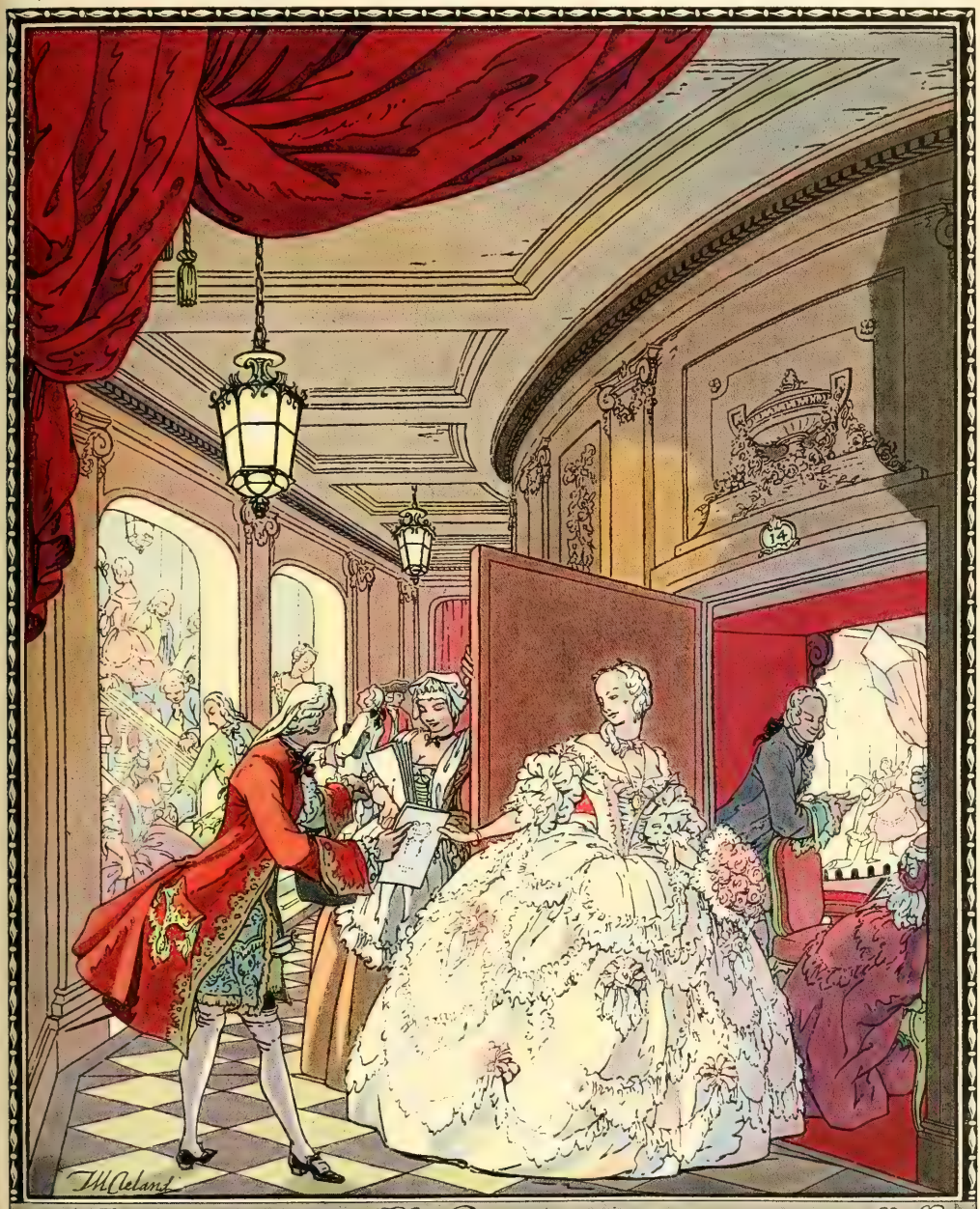
SAN FRANCISCO, CALIF.
Brisacher, Emil, & Staff
Cahill Advertising Co.
Dake Advertising Agency, Inc.
Honig-Cooper Company, Inc.
Johnston-Ayres Company
Livingston, Leon
Lockwood-Shackelford Company

SEATTLE, WASHINGTON
Izzard Company, The
Sheets, J. William, Inc.
Strang & Prosser, Adv. Agency

SOUTH BEND, IND.
Lampert-MacDonald Company

TOLEDO, OHIO
Dowd, Charles F., Inc.
Machen, The Edwin A., Company

MARQUETTE ENAMEL



The Programme

A WESTVACO SURFACE FOR EVERY PRINTING NEED

right 1926 *West Virginia Pulp & Paper Company*

See reverse side for LIST OF DISTRIBUTORS

The Mill Price List *Distributors* of
WESTVACO MILL BRAND PAPERS

The Chatfield & Woods Company
20 W. Glenn Street, *Atlanta, Ga.*

The Arnold-Roberts Company
Augusta, Me.

Bradley-Reese Company
308 W. Pratt Street, *Baltimore, Md.*

Graham Paper Company
1726 Avenue B, *Birmingham, Ala.*

The Arnold-Roberts Company
180 Congress Street, *Boston, Mass.*

The Union Paper & Twine Company
Larkin Terminal Building,
Buffalo, N. Y.

Bradner Smith & Company
333 S. Desplaines Street, *Chicago, Ill.*

West Virginia Pulp & Paper Company
732 Sherman Street, *Chicago, Ill.*

The Chatfield & Woods Company
3rd, Plum & Pearl Streets,
Cincinnati, O.

The Union Paper & Twine Company
116–128 St. Clair Avenue, N. W.
Cleveland, O.

Graham Paper Company
1001-1007 Broom Street, *Dallas, Texas*

Carpenter Paper Company of Iowa
106–112 Seventh Street Viaduct,
Des Moines, Ia.

The Union Paper & Twine Company
551 E. Fort Street, *Detroit, Mich.*

Graham Paper Company
201 Anthony Street, *El Paso, Texas*

Graham Paper Company
1002-1008 Washington Avenue,
Houston, Texas

Graham Paper Company
332-336 W. 6th Street, Traffic Way,
Kansas City, Mo.

West Virginia Pulp & Paper Co.
122 East 7th Street, *Los Angeles, Cal.*



Manufactured by

WEST VIRGINIA PULP & PAPER COMPANY

The E. A. Bouer Company
175–185 Hanover Street,
Milwaukee, Wis.

Graham Paper Company
607 Washington Avenue, South,
Minneapolis, Minn.

Graham Paper Company
222 Second Avenue, North
Nashville, Tenn.

The Arnold-Roberts Company
511 Chapel Street, *New Haven, Conn.*

Graham Paper Company
S. Peters, Gravier & Fulton Streets,
New Orleans, La.

Beekman Paper and Card Company, Inc.
137–141 Varick Street
New York, N. Y.

West Virginia Pulp & Paper Company
200 Fifth Avenue, *New York, N. Y.*

Carpenter Paper Company
9th & Harney Streets, *Omaha, Neb.*

Lindsay Bros., Inc.
419 S. Front Street, *Philadelphia, Pa.*

The Chatfield & Woods Company
2nd & Liberty Avenues,
Pittsburgh, Pa.

The Arnold-Roberts Company
86 Weybosset Street, *Providence, R. I.*

Richmond Paper Company, Inc.
201 Governor Street, *Richmond, Va.*

The Union Paper & Twine Company
25 Spencer Street, *Rochester, N. Y.*

Graham Paper Company
1014 Spruce Street, *St. Louis, Mo.*

Graham Paper Company
16 East 4th Street, *St. Paul, Minn.*

West Virginia Pulp & Paper Company
503 Market Street, *San Francisco, Cal.*

R. P. Andrews Paper Company
704 1st Street, S. E., *Washington, D. C.*

R. P. Andrews Paper Company
York, Pa.

agents, I made it a rule to give every man who called all the time he thought he ought to have. I am entirely frank when I say that I very much doubt if they or the company with which I was connected derived any benefit from these interviews. In only three cases, as far as my recollection goes, was I so impressed with the representatives' representations as to take action. And this, mind you, covered a period of about nine years! But always, *always* a carefully-prepared presentation which reached me through the mails got all the consideration it deserved. Time and again it did what the representative had not been able to do.

Demonstrations That Produce

[CONTINUED FROM PAGE 21]

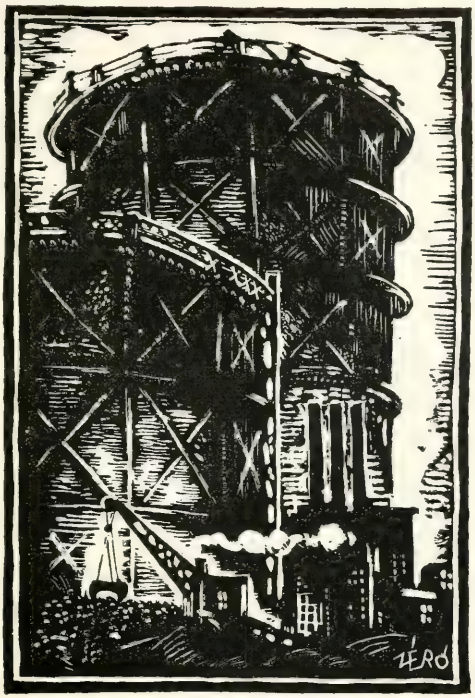
us to convince distributors in sections where machines were not carried in stock of the advantage of having outfits available at all times.

Another illustration of the success attached to this method of selling concerns a territory that was completely dominated by one of our competitors. We sent an experienced man into this territory equipped with a demonstrating outfit and a positive calling list, including only the names of firms which had been awarded contracts and those which were actually bidding on work. This list was augmented each day by reports received from a service bureau to which we subscribed, so that our representative always knew where to go and on whom to call. This effort was backed by a well planned, direct-by-mail campaign, and in eight months our sales increased thirty per cent over that of a previous period and finally resulted in establishing exclusive connection with one of the largest distributors in the territory.

A recent questionnaire submitted to our salesmen, concerning this method of selling, proved that they were all in favor of continuing and that eighty-five per cent of their sales could be attributed to actual demonstrations.

Industrial Group Formed in Kansas City Club

THE Industrial Advertisers Division, newly formed group of the Kansas City, Mo., Advertising Club, recently held its initial under the auspices of the parent organization. A. H. Miller of the Loomis-Potts Advertising Company, Kansas City, was the speaker of the occasion. A round table discussion was held and it was decided that the organization should hold regular monthly meeting henceforth.



TO products that are adaptable to any of its widely varied needs, the gas industry offers a market of limitless possibilities. Many manufacturers have tentatively introduced their products into this field, and have been amazed at the sudden volume of new business that rewarded the enterprise.

The gas industry offers a tremendous market, a safe market, and a market of steadily increasing proportions. Products that are widely sold to it today will be even more widely sold to it tomorrow. There is no saturation point in sight, for the industry, gigantic though it is, is still in the early stages of its growth.

Gas Age-Record, with its 99.47% coverage of the Gas Industry, constitutes the ideal medium for reaching this desirable market. It is read by every important executive in the Industry, and when your advertising appears on its pages it is reaching them at a time when they are most interested in what you have to offer.

Gas Age-Record

A. B. C. A. B. P.

"The Spokesman of the Gas Industry"

9 East 38th Street New York

We also publish Brown's Directory of American Gas Companies and the Gas Engineering and Appliance Catalogue.

ΗΜΑΣ

Τὸ INDUSTRIAL POWER ἔχει πολλὰ ἀσυνήθη χαρακτηριστικά.

Ἰδρύθη ὑπὸ ἀνθρώπου ἔχοντος δέκα ἐτῶν πεῖραν εἰς ἓν ἐκ τῶν σημαντικωτέρων ἐκδιδομένων περιοδικῶν.

Ἡ πεῖρα αὕτη τὸν ἐδίδαξεν ὅτι ἓν περιοδικὸν εὐχερεστέρου μεγέθους, ἐλκυστικὸν καὶ ἀναγνώσιμον θὰ κατέκτα τὸ ἀναγνωστικὸν ἐνδιαφέρον ἀξιολόγων ἀνθρώπων. Τότε, ἂν τοῦτο ἦτο ἀληθές, τὸ μόνον πρόβλημα ἦτο νὰ θέσῃ τὸ περιοδικὸν εἰς χεῖρας τοιούτων ἀνθρώπων, μὲ τὸ ὀλιγώτερον δυνατὸν ἔξοδον καὶ περιπλοκήν.

Δωρεὰν κυκλοφορία ἦτο ἡ ἀπάντησις εἰς τὸ ἀπαιτούμενον τοῦτο. Ἡ πεῖρά του ἐν τῷ ἄλλῳ περιοδικῷ εἶχε καταδείξει ὅτι ἡ πληρωμένη κυκλοφορία δὲν εἶναι δυνατὸν νὰ ἐξασφαλισθῇ εἰμὴ μὲ ἔξοδα μεγαλείτερα τῶν ἐσόδων, τῶν προερχομένων ἐκ τῶν ἀσημάντων τιμῶν συνδρομῶν, αἱ ὁποῖαι ἐπικρατοῦν τώρα.

Τὸ INDUSTRIAL POWER, ὅθεν, λειτουργεῖ ἐπὶ σχεδίου καθωρισμένης δωρεὰν κυκλοφορίας. "Εν ἀντίτυπον διὰ κάθε κατάστημα, μὲ πατενταρισμένον φίλλον δρομολογίου, προσκολλημένον εἰς τὸ ἐμπρόσθιον ἐξώφυλλον κάθε ἀντιτύπου. Ἡ μέθοδος αὕτη ἀποφεύγει τὴν σπατάλην καὶ τὸν διπλασιασμόν.

Τὸ INDUSTRIAL POWER ἐκδίδεται ἐπιτυχῶς ὑπὲρ τὰ ἓξ καὶ ἥμισυ ἔτη. Τὸ ἔτος τοῦτο εἶναι τὸ τῆς μεγίστης καὶ ἀρίστης ἐπιτυχίας του.

Ἔχει ἐπιτύχει, διότι αἱ ἀρχαί, ἐπὶ τῶν ὁποίων ἰδρύθη, εἶναι ὑγιεῖς καὶ ἔχει δώσει καλὴν ἀξίαν εἰς τοὺς πελάτας του.

Περιέρχεται εἰς χεῖρας ἐνδιαφερομένων ἀνθρώπων, ἐχόντων ἐξουσίαν νὰ ἀγοράζουν, εἰς 42,000 καταστήματα. Πρὸς 150 δολ. κατὰ σελίδα ἀναλογεῖ 3.58 δολ. κατὰ σελίδα διὰ κάθε χιλιάδα καταστημάτων εἰς τὰ ὁποῖα πηγαίνει. Πράγματι προπολεμικαὶ τιμαί.

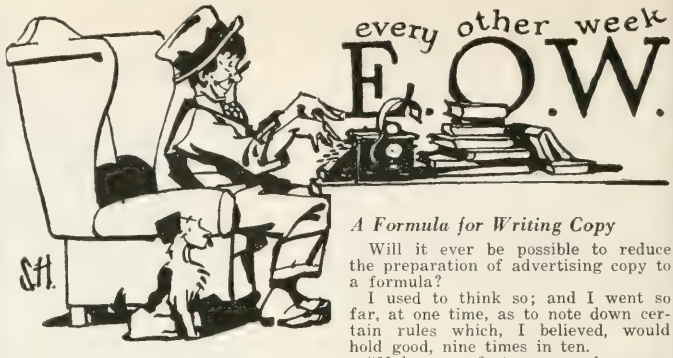
Ὁ χῶρος δὲν μᾶς ἐπιτρέπει νὰ ἀποδείξωμεν ἐδῶ τοὺς ἰσχυρισμούς μας, ἀλλ' ἂν ζητήσητε τοῦτο, θὰ σᾶς στείλωμεν πειστικὸν ὄγκον ἀποδείξεων.

Ἐνδιαφέρεσθε;

a. R. Mayer.

for
INDUSTRIAL POWER
608 So. Dearborn Street
Chicago, Ill.

The foregoing may be "all Greek" to some of our readers. We realize that, except in some restaurant circles, Greek isn't employed as much as it used to be. So, if you have difficulty in deciphering the above interesting text, drop us a line and we will send you an unexpurgated literal translation in plain unvarnished English.



Food-stores Galore

A phase of New York life which always interests me is the number of stores in which food, in one form or another, is on sale.

I do not recall, at the moment, how many grocery and delicatessen stores New York has, though I believe the number is around 15,000. Nor can I tell you how many restaurants there are. I do know that, along the streets which are given over to retail trade, there seem to be at least five food-stores to a block—ten to a block, if you count both sides of the street.

How they all live is a mystery. It is a fact, however, as any manufacturer of food-stuffs will tell you, that the chances of success—in the "food business"—are greater than in almost any other.

Sampling

The National Broadcasting Corporation made its debut, Monday, Nov. 15 by giving a four hours' program which, I read in one of the New York papers, cost $50,000.

I believe it was worth it. For, doubtless, millions of men and women who listened in, that evening, were so impressed by what they heard that they decided, there and then, to buy a radio.

It was the most ambitious bit of "sampling" that has ever been undertaken.

Women Do, Too

After a lapse of nearly ten years, I recently renewed acquaintance with two women, whom I knew very well when they were girls.

One—I'll call her Jane—used to be as careless and care-free as air; intent only on having a good time and entirely indifferent as to what kind of a good time it was, as long as it was "good"; i. e. exciting. But now, she is prim and precise; an exceptionally conscientious mother, a competent housekeeper, happiest in her own home and vastly interested in music, literature, lectures and things of that sort.

The other woman was, as a girl, the primmest and properest young person you can imagine. "Hands off—no familiarities" was written all over her. You should see her now—she is a thirty-third degree flapper—smokes, drinks, wears daring clothes and lends a willing ear to stories that aren't quite what they should be.

Man in his time plays many parts, wrote Shakespeare. Women do, too.

A Formula for Writing Copy

Will it ever be possible to reduce the preparation of advertising copy to a formula?

I used to think so; and I went so far, at one time, as to note down certain rules which, I believed, would hold good, nine times in ten.

"Make your first paragraph snappy—not more than ten or twelve words. And in it, say something so dramatic, so interesting, that the reader will, unconsciously, be led to read what follows."

That was one rule. Somehow, it never seemed to work. Not discouraged, I formulated others. "Be brief" was one. That did not work, either. It was discarded. Same way with a lot of others.

Yet, I stick to the belief that most successful copywriters, whether they realize it or not, have a method of going about their work which is, essentially, "formulastic."

I'd like to see ADVERTISING & SELLING offer a prize of $100 to the man who writes the best article on "How I write copy."

A Lower Price

My newsboy tells me that he sells "trible" as many copies of the New York *Evening Post* as he did before the price was reduced from five to three cents.

The Life of Trade

Years ago, when the Western Union had a monopoly—or near-monopoly—of the telegraph business, the average telegraph office was a good deal of a mess. The furniture was old, the arrangement was bad, the pen-points weren't fit to use and the ink—

Along came the Postal Telegraph Company and the W. U. woke up. An awakening was due. It might have come even if the Postal had not. Go into any Western Union office today, and what do you find?

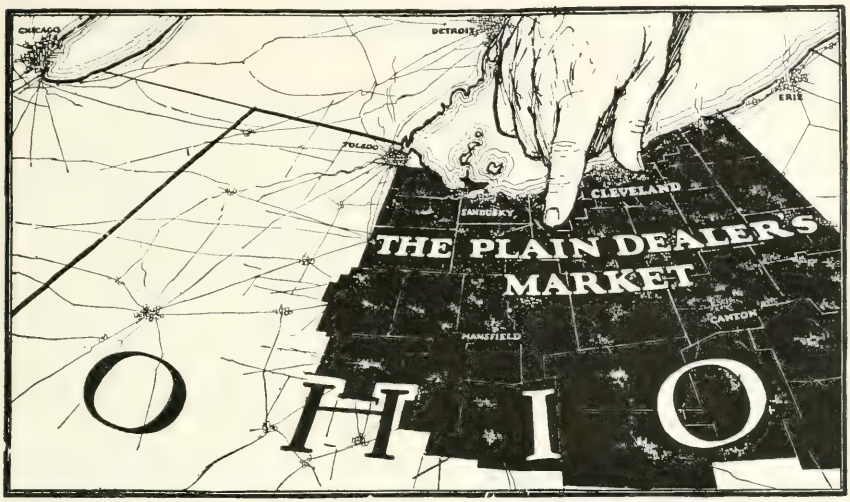
Modern furniture, cleanliness, light, courtesy, penpoints you can write with, ink that flows freely and an "up on their toes" attitude on the part of the employees which makes many an old-timer gasp.

The Western Union is out for business, nowadays. Only this morning, I received a leaflet, bearing its imprint, which is as sound an argument for the use of the wire, as against the mail, as you can imagine.

It gives details of costs, tells how to send money by telegraph and in other ways, shows you how to utilize the facilities which the company is able to offer.

JAMOC.

Here is the BEST *place in the United States to sell Automobiles through* ONE *newspaper*



Here is a quick summary of the Cleveland Market's Automobile Buying Power: how to cover it thoroughly—how to sell it quickly.

There are 3,567,433 people living in 794,310 families in this market.

They have $1,453,376,000 in Bank deposits, as of December 1st, 1926.

There are 633,260 workers in 5,561 industries receiving $889,960,143 in wages—or $1,406 per worker.

Seven-in-every-ten families own a car—794,310 families—553,076 cars!

This is the market automobile advertisers can sell through the Cleveland Plain Dealer —ALONE—and there are MORE Plain Dealer readers NOW than ever before—

Over 40,000 MORE Sunday circulation than any other newspaper in this Market!

Automobile Show Issue, Sunday, January 23
Forms close January 18th

The Cleveland Plain Dealer

*in Cleveland and Northern Ohio—*ONE *Medium* ALONE *—One Cost Will sell it*

J. B. WOODWARD
110 E. 42nd St.
New York

WOODWARD & KELLY
360 N. Mich. Ave., Chicago
Fine Arts Bldg., Detroit

R. J. BIDWELL CO.
742 Market St., San Francisco, Cal.
Times Building, Los Angeles, Cal.

R. J. BIDWELL CO.
White Henry Stuart Bldg.
Seattle, Wash.

As advertised in the

BOOT *and* SHOE RECORDER

BOSTON

Among the sales mediums used by the Nunn, Bush & Weldon Shoe Company of Milwaukee, makers of finely-constructed and styled shoes for men, is the Boot and Shoe Recorder.

A. B. P.
A. B. C.



Chicago New York Philadelphia BOSTON Rochester Cincinnati St. Louis

HOTEL EMPIRE

New York's newest and most beautifully furnished hotel—accomodating 1034 guests

Broadway at 63rd Street.

ROOM WITH PRIVATE TOILET $2.50

ROOM WITH PRIVATE BATH $3.50

BAKERS' HELPER CHICAGO

A.B.P. and A.B.C. Published Twice-a-month

Bakers' Helper has been of practical service to bakery owners for nearly 40 years. Over 75% of its readers renew their subscriptions by mail.

New York Office 17 E. 42nd St. 431 S. DEARBORN ST., CHICAGO, ILL.

AID

The Only "Denne" in Canadian Advertising

The Canadian Market demands specialized advertising counsel and service—which is our job. Let us tell you how we can help.

A. J. DENNE & Company Ltd.
Reford Bldg. TORONTO.

Why Freight Rates Are Important

[CONTINUED FROM PAGE 24]

and that fifty cents isn't anything compared with what the same manufacturer is wasting in advertising. If he knew his business he would cut off those words in fine print at the bottom and absorb the freight differential, if necessary. It will *not* be necessary, because our merchants expect to stand for high freights; they are in the habit of meeting nationally-advertised consumer prices without squealing on fifty cents on a hundred dollar sale."

RADIO copy is here specified. Let not that illustration, for one moment, single out the radio makers as the sole offenders. For fellow culprits scan the advertising copy of the first periodical coming to your hand!

From this danger the automobile makers slipped out cleverly.

It must be apparent that the excess freight on a radio or an enameled kitchen sink is of slight consequence, whereas for a passenger automobile the item may run anywhere from $100 to $350. The same high ratio of freight to factory-price obtains with refrigerators, with heating radiators and boilers, with the new oil-burner heaters, with farm lighting plants, with a host of articles. Yet the maker, the national advertiser, feels the need of naming the price.

Neatly has automobile copy done this from the beginning. Following the price runs the inconspicuous line: "F.o.b. Detroit." "Eminently fair," is the reader's first thought, if ever he so much as gives a thought to it. "What could be sounder reasoning than that—as herein implied—the automobile local dealer should be reimbursed for the freight charges?" Automatically, too—so runs the unconscious inference—freight costs will vary with distance from the Detroit territory.

Now if the advertiser who reads these lines is willing to face facts, let him try the following test. Take the noon hour of one day and interview a few automobile dealers; take the same hour of the next day and talk to some radio dealers. Should radio dealers not be to his liking, for them substitute dealers of washing machines, or furniture, or anything that strikes the fancy. Talk, however, with owners of the business. Clerks will do no good. Get at the man whose interests lie in the profits. With automobile dealers, the interviewer will be an adroit questioner indeed if he elicits any real information. Nowhere—and this is a noteworthy signpost—will an automobile dealer voice a complaint.

To understand the bearings of freight to retailing would be well worth a day or two, rather than a noon-time hour, for any advertising man. "Valuable answers," you know, "from wise questioning flow." It is

A Week's Reading Is too Much!

Mr. Hall wants to know who can Spare all that Time!

"It takes about a week to read through carefully some of our popular magazines and Sunday newspapers, and who, in these busy days, can spare that time? Certainly not the active man or woman, whose attention, as a general thing, we seek to attract."

In these words there is enunciated one of the best arguments for The Country Newspaper that could possibly be made.

They were spoken by Mr. Edward T. Hall, President of the Association of National Advertisers, at the recent convention of that body.

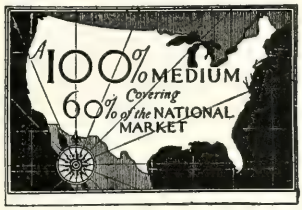
The Country Newspaper is small and compact. It can be read through carefully in an hour. It IS read carefully because it is a faithful reflection of every aspect of the life of the community it represents. It is read by every member of every family it reaches—and it reaches every family in the territory it covers.

It will not bury your advertisement—it will *insure* its reading. It will sell goods for you because it is read, and because its readers have the money to spend for worthy merchandise, and the desire to buy worthy merchandise.

Through The Country Newspaper you can cover the entire small town and rural fields—or any section or part of it you may desire.

Give this ideal medium a chance to prove its merits. It will pay—and pay well!

The country newspapers represented by the American Press Association present the only intensive coverage of the largest single population group in the United States—the only 100% coverage of 60% of the entire National Market.



Country newspapers can be selected individually or in any combination; in any market, group of states, counties, or towns. This plan of buying fits in with the program of Governmental Simplification, designed to eliminate waste.

AMERICAN PRESS ASSOCIATION

Represents 7,213 Country Newspapers—47½ Million Readers

Covers the COUNTRY Intensively

225 West 39th Street
New York City

122 So. Michigan Avenue
CHICAGO

68 West Adams Avenue
DETROIT

Arthur Henry Co., Inc.

Designers and Producers of Distinctive Direct Advertising

1482 Broadway, New York

Telephone BRYANT 8078

Leaflets
Folders

Broadsides
Booklets

House Organs
Catalogues

Copy Writing
Illustrating

Engraving
Printing

Send for further information

pertinent to reprint a quotation already used in this series of articles, in the words of an important shipper at one of the Distribution Conferences:

"The most wasteful of all our American extravagances is the custom of f.o.b. shipping. Eighty per cent of commercial merchandise goes to people who have not the facilities to check the freight bill. If the factory, or the distributor, had assumed the transportation cost, his traffic manager would watch the rate."

As witness, the reader may summon himself.

YOU have bought an automobile, possibly several. The advertisement of the maker, also his beautiful catalog, named the price. Your dealer said glibly to you: "That's the f.o.b.; the delivery price is . . .; the freight and the tax make up the difference." That latter, and larger, price was the figure you wrote into your check. In all probability you accepted the quotation as final, firm in your belief that motor cars are not a "cut-price" commodity.

You did not verify the sum by asking to see the "paid expense bill"—the commercial name for freight invoices. You did not inquire of your local railroad agent what is the rate for shipping a car from Detroit to your home, nor did you ask the dealer whether the automobile had ever been inside a freight car! The chances are that no railroad employee had ever touched it!

The automobile dealer, as you will quickly discover, makes no complaint about freight rates. The reason is patent, once you inject logic into the situation. Says one passenger car distributor: "The used-car mess will never be cleared up as long as we can keep the f.o.b. The final profit, the real net, is pretty much what the dealer makes in the freight."

An exaggeration, this, in all probability. But that remark hints at the condition.

Have you ever passed, on the road, a string of cars traveling together with factory labels on their windshields? You have remarked: "Another lot of drive-aways." Did you think the thing through? Why do dealers send crews of men to Detroit to drive cars through to the sales room? You know the only right answer: "It pays; it costs less than freight." The dealer in Monroe (barely outside of Detroit) does it; likewise does the dealer of Miami and Galveston, Bangor and Spokane. Should you wish verification, add half a day to your next trip to Detroit and ask some "wise questionings." Ask your friends whose capital is in automobile selling; but question them warily, because no man hastens to lay bare the secret profits of his business.

"The "drive-away" margin has recently been exactly doubled by an ingenious device perfected by one maker. Its use enables one man to drive two cars with safety. The second car is controlled by a rigid yoking to the first

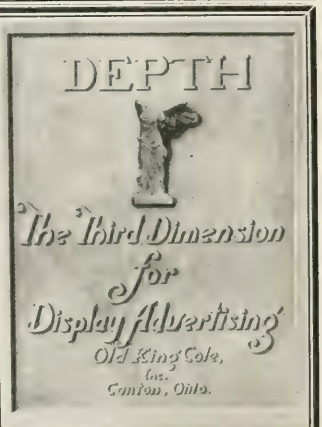
ALLENTOWN PA.

Where Wages Are High
and
Everybody's Prosperous

90% of its 100,000
People
Read The
Allentown Morning Call

Story, Brooks & Finley
National Representatives

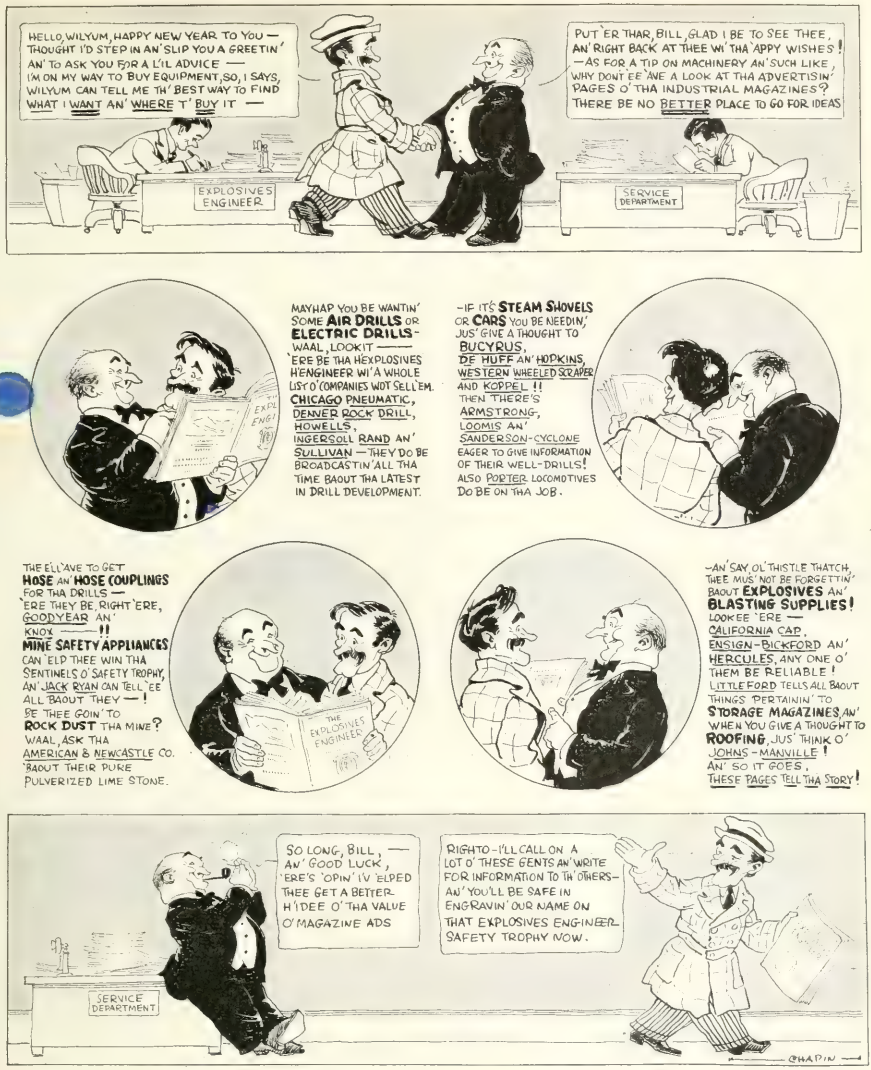
"Ask Us About Advertisers Cooperation"



Send for this Catalog

OLD KING COLE
Incorporated
CANTON, OHIO

Folded Edge Duckine and Fibre Signs
Cloth and Paraffine Signs
Lithographed Outdoor and Indoor Displays
THE JOHN IGELSTROEM COMPANY
Massillon, Ohio Good Salesmen Wanted



WILYUM JAN ON ADVERTISING

EVERY mining camp in the world knows Wilyum Jan, the Cornish mining man. Readers of the Explosives Engineer delight in the quaint philosophy of this character, who appears in every issue to discuss mining problems with Blaster Bill, portrayed by the inimitable pen of Mr. Chapin.

In the cartoon herewith, Wilyum Jan gives some thoughts on advertising, of interest to Explosives Engineer advertisers and prospective advertisers. Space in the Explosives Engineer is sold on a non-competitive basis. This paper does not encroach upon the field of other worthy publications, because there are no other publications devoted exclusively to promoting safety, economy, and efficiency in moving materials with explosives. For this reason it is an unusually responsive medium for those who sell to the mining, quarrying, and construction industries. Application accepted for A. B. C. Membership.

THE EXPLOSIVES ENGINEER,
1000 Delaware Trust Building,
Wilmington, Delaware.

Please send me a sample copy of "The Explosives Engineer", analysis of your circulation, and advertising rates.

Name ..... Position .....

Company .....

Address .....

What happens when that new issue comes fresh from the press?

Is your organization thrown into a turmoil when it comes time to ship? Is your bookkeeping staff tied into knots in its wild effort to bill—and COLLECT?

* * * * * *

Buck-passing is a favorite business pastime. Why not pass along the headaches, too?

* * * * * *

The Eastern Distributing Organization is a national one—equipped to ship, bill and collect for you, and ably skilled in BUILDING NEWSSTAND CIRCULATIONS.

Eastern regulates press runs by counting returns accurately. It minimizes returns by regulating distribution to its 70,000 newsstands. 7 traveling promotion men see that the magazines of Eastern clients are properly displayed and merchandised.

In addition you are paid one bill instead of 70,000 and also, 880 wholesalers are maintaining constant contact for Eastern clients to see that Eastern's magazines keep growing.

Interested? Write!

EASTERN DISTRIBUTING CORPORATION
45 West 45th Street, New York City
Bryant 1444

instead of the usual flexible tow-line, this yoking being interlocked with the steering tie-rod of the second car; the engine of the second car is also run by its own power (thus eliminating the strain on the engine of the first one) in much the manner that a motorman through a single lever has control over each car of an electric train.

For another matter, even when cars are received by freight—as of course thousands are—how are they packed? Flat on the floor, ready to "take the road"?

Not a bit of it. No German glass manufacturer can "nest" his product in a shipping case to equal the skill of our automobile makers in suspending automobiles in freight cars, double tiering them, "knocking down" the tops and fenders and hoods.

The freight rate, so calmly named by the salesman who solicits your order, is the old rate—the rate for shipping a single car, completely assembled and packed in the methods of 1910 or so. Now that six are shipped in a freight car that formerly transported but two, it would be reasonable to expect that the ultimate purchaser would benefit. He does not, in most cases, any more than he does from the economies of "drive-away" delivery. At any rate, the few instances where he does are so rare as to be overlooked for our present purpose.

You have now borne testimony to the proposition that "the most wasteful of all our American extravagances is the custom of f.o.b. shipping . . . merchandise goes to people who have not the facilities to check the freight bill."

For the advertiser, therefore, freight rates are an important angle of information. In a superficial view, freight rates have "nothing to do with advertising." But in a more fundamental manner, they constitute one of those "knottiest advertising problems that don't look like advertising problems," at all.

This Matter of the Cash Discount

[CONTINUED FROM PAGE 36]

add that the abolishing of cash discounts as a means of increasing the cost of advertising is one more of the forces which is making advertising too costly, and obliges the buyer of advertising to scrutinize his purchases with constantly greater care.

I have observed also a growing practice on the part of others than publishers to abolish the cash discount; namely, photo engravers, and other production people. I believe this whole movement is something which should be watched carefully.

It should be brought home to the publishers and others that they are undertaking a dangerous procedure and that their goose is going to lay its

Sales Data

Every fact and figure, every kind of information and every facility for making market studies are here in abundance. 17 years of experience.

The Business Bourse
J. George Frederick, Pres.
15 W. 37th St. (Wisconsin 5067) New York
In London, Business Research Services, Ltd.

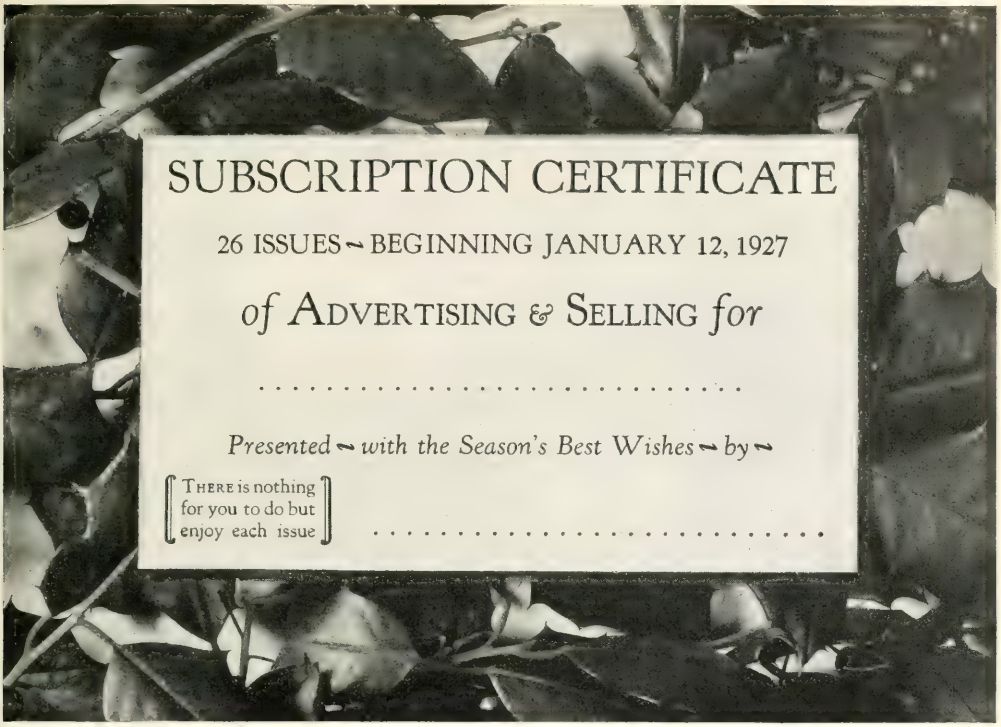
LAUNDRIES

Use tremendous quantities of steam plant, electrical, office, automobile delivery and other equipment.

1927 Power Laundry Directory listing 7600 plants with street addresses and names of owners in most cases, **Ready Dec. 15. $15.**

The Starchroom Laundry Journal—monthly trade journal—over 200 pages, covers this industry.

The Starchroom Publishing Co.
420 Commercial Square, Cincinnati, Ohio



Give Someone 156 *Ideas* for CHRISTMAS

Send your business friends an A. & S. subscription — 26 times next year they'll be reminded of your thoughtfulness

"LAST CHRISTMAS," declares one of our subscribers, "I was at my wits' end to find a suitable gift to send to a list of business acquaintances.

"Finally, it occurred to me to send them a year's subscription to Advertising & Selling. I felt sure that if these men found it half as interesting as I do, my gift would be a ten-strike.

"It was. My friends expressed more real gratitude than for all my other remembrances put together. Every two weeks during the year, as they received each issue, they have been reminded of the man who made them subscribers. I never made a better investment—and what's more—it is one gift I can repeat year after year with full confidence that it will always be appreciated."

As you yourself have probably realized, Advertising & Selling contains much that is interesting to all kinds of business men—whether they be in financial, production, sales or advertising positions. This magazine is a veritable mine of ideas. If there were only six an issue (and that is a low figure; it may be 20 or 50 depending on the reader), a year's subscription would be a gift of 156 ideas.

Advertising & Selling has had some Gift Cards printed. The illustration gives you a rough idea of what they look like. There is a place on each one for you to fill in the name of the person you wish to remember. Simply ask us to send you one or more Gift Cards, present them to your friends and then give us a list of their names, or if you prefer send the names to us and we shall mail the cards. Their subscriptions will start with the January 12 issue.

Sending for Gift Cards puts you under no obligation to order subscriptions. Christmas is only 10 days off—mail the coupon at once.

ADVERTISING AND SELLING
9 East 38th Street
New York

Please send me ——— Gift Cards. It is understood that the request of these cards involves me in no obligation.

Name .....

Address .....

City .....

State .....



Power Plant Equipment for plants like these

TWENTY-THREE thousand power plant men who influence or dictate orders for machinery, equipment and supplies for the large plants of the country depend on Power Plant Engineering as their buying and operating guide.

These men are looking forward now to the January 15, 1927, "Power Plant Equipment Number" to obtain the latest and most authoritative information on the various types of equipment used in modern plants.

Show the particular advantages of your products in this number which will editorially feature modern designs of equipment.

Send cuts and copy as early as possible. Write immediately if further information is desired.

January 15, 1927

POWER PLANT EQUIPMENT NUMBER

of **POWER PLANT ENGINEERING**

A.B.P. 53 W. Jackson Blvd., Chicago, Ill. A.B.C.

Letters that TALK face to face!

SPARKLING SALES LETTERS, money-pulling collection letters, tactful adjustment letters, effective good-will letters.

SELFSAME RULES AND FORMULAS the shrewdest correspondents follow.

TESTED TYPES OF BUSINESS LETTERS—story letters, testimonial, conversational, announcement letters.

EXAMPLES OF LETTERS by line of business—manufacturing, wholesaling, retailing, specialty, services, real estate, insurance, banks.

PSYCHOLOGY IN LETTERS—Description, testimony, persuasion, inducement—the styles of expression.

OPENERS, CLOSERS, the body of letters, methods for analyzing the sales situation, the effectiveness of letters.

CHARTS AND TABLES for planning letters—of preferable mailing dates, material for letters, letter series, names for mailing lists.

LETTERS THAT TALK face to face with your customers.

NOW wouldn't YOU like to write letters that PAY?—Letters that grip and HOLD attention?—Letters that would tease you, intrigue you to the end?—Letters that make SALES and pay PROFITS?—Letters that WON'T LET GO until they have done what you wanted them to do, soothe an irate customer, collect money due you or BUILD UP business and good-will.

There is a way, a proven way to write letters like these—a far easier way than you may imagine—and the "**BUSINESS CORRESPONDENCE HANDBOOK**," edited by **James H. Picken**, Counselor in Direct Mail Advertising, will tell you. Known from coast to coast for his successful letters; trained under Munsterberg at Harvard; Picken, who has trained thousands to write letters THAT GET ACTION, sets forth simply, easily, the actual working methods of the MASTER letter writers of America. **Mail the handy coupon below—now!**

Examine FREE

A. W. SHAW COMPANY
Cass, Huron and Erie Streets, Chicago

Please send me on approval your new 836-page book, "Business Correspondence Handbook," edited by James H. Picken, flexible binding, gold stamped. Within five days after its receipt, I'll send you $7.50 plus a few cents for mailing charge, or return the book.

AS-1215

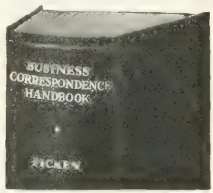
Name .....

Street and No. .....

City and State .....

Firm .....

(Canada $8.25 duty prepaid, same terms; U. S. Territories and Colonies $8.25 cash with order; all countries $8.25 cash with order.)



You'd Like Returns Like These:

—35 inquiries, on a list of 600, that resulted in 10 orders

—97 orders from a mailing of 1,200 names in a second approach

—1.6% returns with a total of $5,436 in sales, on a single follow-up

—Better than 12% on a list of 5,000 names with sales totaling $9,000

—Replies from 25% of a list, securing 500 orders in three weeks

—A 2% return, cash with order

—Over 10,000 prospects, names from a list of 1,800 dealers

Complete reproduction of 225 unusual, result-producing letters that pay.

836 pages. Size 5½ x 8⅛ inches. Illustrated.

golden eggs more carefully and perhaps also a little smaller hereafter.

You emphasize the great danger in this situation. That is extremely important; in fact, vital. We should also realize that it is increasing the cost of advertising, and that this abolishment of cash discounts merely means a few more bricks are being thrown at the advertiser, who after all pays for and supports this whole business.

An Unearned Rate Increase

By Cy Norton

Advertising Manager, Strathmore Paper Co.

THE abolishment of the cash discount has been pretty thoroughly covered in your December 1 issue of ADVERTISING AND SELLING.

However, there's one other pretty self-evident thought that has had somewhat general discussion; namely, that the abolishment of the discount is equivalent to an advance in advertising rates, said advance not being earned, however, by an increased circulation.

This is the only angle that occurs to me which was not covered in your first article.

The Small Agency Speaks

By S. Roland Hall

ALL I can say on the subject of the cash discount is that I think publishers are making a serious mistake to abolish it.

The cash discount is not only a fine barometer, but it enables an advertising agent with relatively small capital to make a quick turnover. Maybe it doesn't make any difference for the advertising agents who have several million dollars on hand and no particular use for the money. Unfortunately, there are not many in that class.

Sportsmanship As Well As Self-Interest

By James Albert Wales

President, Wales Advertising Company.

THE few newspaper publishers who first abolished the cash discount evidently gave little if any thought to the consequences and, if they thought of them at all, probably imagined that so many other newspapers would continue to allow the discount that their own action would have practically no effect.

But the consequences now bid fair to prove unfortunate for the newspaper publishers themselves. The absence of an incentive for the client to pay promptly naturally leads to a slowing up of payments and a more or less dangerous increase in doubtful accounts.

And there is another angle which

The Scripps-Howard newspapers allow a 2% cash discount on national advertising bills and believe that the custom of the cash discount should be retained. The cash discount is an American institution approved by experience. To abolish it might impair the great structure of national advertising.

Represented by ALLIED NEWSPAPERS, INC., 250 Park Avenue, New York
Chicago Detroit San Francisco Los Angeles Seattle

400 *Million Dollars For Building Materials*

The architects who report their contracts to ARTS & DECORATION every month specified over 400 Million Dollars worth of building materials last year, and this year's total will exceed that figure.

This 400 Million Dollars is a distinct and worthwhile market in itself, yet it is only a by-product of what the building material advertiser receives from ARTS & DECORATION.

Special Building Numbers

Every issue of ARTS & DECORATION is in effect a special building number. The practice of encouraging the construction of better and more beautiful homes and providing practical information in every phase of the work is not incidental, but a fundamental part of every issue.

Let us show you the extraordinary relationship which exists between architects, home builders and this magazine—unique in magazine history.

Arts & Decoration

45 West 45th Street New York City, N. Y.

1927 APPROPRIATIONS

include Mechanical window displays.



Mechanical Advertising Books

Attractive, Authoritative, Compelling, Selling.

Write for descriptive circular and quotations

CHESTER MECHANICAL ADVERTISING CO., Inc.
430 West 45th St. New York, N. Y.
Designers and Builders of Displays Mechanical

THE JEWELERS' CIRCULAR, New York, has for many years published more advertising than have seven other jewelry journals combined.

The Standard Advertising Register
is the best in its field. Ask any user. Supplies valuable information on more than 8,000 advertisers. Write for data and prices.

National Register Publishing Co.
Incorporated
15 Moore St., New York City
R. W. Ferrel, Manager

seems to have been overlooked generally, and that is the principle of fair play and sportsmanship. Is it fair and sportsmanlike for the publisher to hold a weapon over the agency—to tell the agency that it is not entitled to deduct the agency commission unless payment is received by a certain date and at the same time to deprive the agency of the only effective weapon, the cash discount, for enforcing payment on the part of the client?

The publishers have always shown themselves to be fair and honorable in the past, when such questions have been presented to them. Let the publishers who first abolished the cash discount now lead the way to its restoration. Others will follow.

It is certain that the present situation, if allowed to continue and develop, will lead only to disaster to publishers as well as agencies.

Why Should Advertisers Pay Promptly?

By S. E. Conybeare

Assistant Sales Manager, Armstrong Cork Co.—Linoleum Division.

IT looks to me as if newspaper publishers are abolishing the tried and true practice of allowing a cash discount for prompt payment of space bills in order to play Santa Claus to their stockholders. Apparently these newspaper publishers are gambling on the fact that most of the larger advertisers have fallen into the habit of paying their space bills promptly in order to take a cash discount, and they expect these advertisers to continue to pay their bills in the same manner, regardless of the fact that a cash discount is no longer allowed.

The writer is willing to bet a perfectly good Stetson hat that, if a considerable number of advertisers were to forget to pay their bills promptly to those publishers who will not allow cash discounts, in short order we would see these publishers putting the cash discount into effect again.

We have already asked our advertising agency to give us a list of those publishers who no longer make an allowance for cash, and while we do not want our advertising agency to hold the bag, there is no particular reason so far as we can see in our being as prompt in payment of these space bills as we have been previously under the cash discount system.

As the writer sees it, the moment a publisher needs cash in his business he will be very glad indeed to offer a cash discount to any of his advertisers.

Is the Space Profitable?

By Robert F. Wood

Advertising Manager, The Autocar Co.

IF the newspapers are generally abolishing their cash discount to advertisers, it is probably because they are willing to take the risk of what-

ever unfavorable developments might follow such a policy. If a national advertiser has found newspaper space profitable with the cash discount, he probably will continue to find it profitable and will, therefore, continue to buy it without the cash discount. If he comes to the conclusion that he cannot afford to buy it without the cash discount, the chances are that he ought to have stopped buying it any way.

A Boon to Mere Man

[CONTINUED FROM PAGE 25]

breeds in her a feeling for the specific as opposed to the general, which is usually more appealing to her self-proclaimed "hard-headed" husband. It is an old story but not always heeded. A. S. Hinds and Company have remembered it.

When they want to sell their lotion, they tell how it can be used and in their telling they make a point hitherto ignored in advertising—and one that confers, if it is followed, a boon upon mere man in general. No advertiser—so far as research has disclosed—has pointed out the obvious fact that most escorts are incessantly annoyed by the constant nervous and unnecessary powdering and repowdering of their charges at all inappropriate times and places. Only tailors and the habitués of stag lines know the expensive havoc worked on immaculate evening clothes by the face powder nuisance; only laundresses can tell how often second-hand rouge stains are to be found unaccountably on masculine handkerchiefs. From her behavior everywhere it can be safely deduced that the famous American girl, so much admired by foreign notabilities as they approach Fire Island, has never discovered those important facts for herself. Too much of our "educational" advertising is contented with the general; too little makes the effort to be specific. The series from which three are reproduced has made a move in the indubitably right direction.

Winter Golf League of Advertising Interests to Hold Tournament

THE title winners of a year ago will defend their championships in the annual tournament of the Winter Golf League of Advertising Interests, to be held over the St. Augustine Links, St. Augustine, Fla., from January 10 to 15.

The Winter Golf League of Advertising Interests is the pioneer among organizations making annual golf trips. This will be their twenty-fifth journey to a winter resort.

The members of the party will go to St. Augustine in special trains. The majority of these will leave New York on Friday, Jan. 7. The western contingent will go direct from Chicago.

Five Million Bales of Cotton —*Plus!*

All Texas records for cotton production will be shattered by this year's five million-bale crop.

Even in the face of price declines this means unchecked buying power in the Dallas area—America's foremost cotton center.

Yet cotton this year plays the smallest part it has ever played in the affairs of Texans.

* * *

Texas' *total* of crop values this year will exceed those of 1925 by more than $100,000,000.

The splendid weather conditions that brought over-production of cotton, with consequent decline in price, brought such a huge harvest of other crops as has rarely been seen before in this greatest of all states. Four times as much corn as last year; FIVE times as much wheat; SIX times as much oats. And a million bales more cotton.

Here is Texas' agricultural income, based upon U. S. Government (Census Bureau) estimates of production:

1925.....$490,766,000
1926..... 606,604,000

* * *

Production along other lines, of which live stock and petroleum are the biggest, will also show substantial gains. Industry in Dallas is active; retail sales are ahead of last year, and the bank and financial statistics are all favorable to aggressive enterprise.

The volume of national advertising in Dallas papers—especially The News and The Journal—shows steady increase and will total well over a half million lines increase for these two papers by the end of the year.

The Dallas Morning News
The Dallas Journal

An Optional Combination

Place Your Problems on the Shoulders of This Advertising Manager

He is open for an opportunity with a manufacturer who insists on continual improvement in his advertising as he does in other departments of his business.
He will successfully contact your advertising agency because he was an agency representative.
He knows merchandising, because he was advertising and sales promotion manager of a large national retail organization. This retail experience has proven invaluable in the development of profitable advertising and sales promotion ideas.
He knows copy. In his present capacity, in charge of advertising for a large national advertiser, he has planned and produced a large proportion of the magazine and newspaper advertising, in addition to dealer helps, direct-mail and sales promotional material.
He has a university education, is a Christian and married.

Address Box 433, ADVERTISING & SELLING



Rate for advertisements inserted in this department is 36 cents a line—6 pt. type. Minimum charge $1.80. Forms close Saturday noon before date of issue.

Multigraphing

Quality and Quantity Multigraphing, Addressing, Filling In, Folding, Etc.
DEHAAN CIRCULAR LETTER CO., INC.
120 W. 42nd St., New York City
Telephone Wis. 5483

Help Wanted—Salesmen

If you can SELL—here's your *big* chance!

The Middishade Company, Inc., world's largest "sergical specialists, operating on blue serge suits only" need a capable representative for open territory. We want to turn this territory over to a man who thinks enough of it to live in it. It matters not what he sold before—battleships or beans—just so he can SELL. If he can, the opportunity is important enough to tempt a man who can earn real money. Give age, territory covered, and anything else that will allow us to size you up. All information will be held in strict confidence.

**THE MIDDISHADE COMPANY, INC.
MIDDISHADE BLOCK—DICKINSON, SOUTH 30th, REED & SOUTH 31st STS., PHILADELPHIA, PA.**

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"GIBBONS knows CANADA"
TORONTO MONTREAL WINNIPEG

Installment Purchasing

[CONTINUED FROM PAGE 28]

years, but today represent 49½ per cent of the total banking power of the country as against 49 per cent ten years ago. In view of these data it is hard to escape the conclusion that payments are met through the increased earning ability of the purchaser, which, in the last analysis, means that he is performing a greater amount of work than would be the case if he did not have to meet payment of his obligations each month.

IN short, the desire to have and ability to purchase motor cars provides an incentive to work that results in converting idle hours into the energy necessary to produce our motor cars at little or no economic cost whatever.

To me it seems the record established in the prudent extension of consumers' credit in the purchase of homes, automobiles, sewing and washing machines, furniture and pianos, is its best defense. Many may feel quite nervous about consumers' credit and where it may lead because they do not enjoy the sense of security that has come to us in its use during the past seven years. But who among you is willing to assume the responsibility of prohibiting its use with the almost certain result of driving people to mortgage their homes, draw down their savings, borrow on life insurance policies and to the extent that this will not supply money to purchase their requirements, have our factories reduce production, with consequent idle labor.

It used to be charged that the desire for automobiles led people to mortgage their homes to secure them. This is not so. Installment credit enables the purchaser who owns his home and has an income to budget that income to accommodate the automobile. This training to budget and spend for a good purpose is a worthy one and tends to make property owners of those who would otherwise fritter away their incomes.

The best estimates obtainable indicate that 75 per cent of automobiles purchased are purchased under the installment plan, so this great industry can definitely be said to have been built up through the use of consumers' credit. Suppose the use of consumers' credit were denied with the result that its sales were cut in half, what would happen to our prosperity? Very few people realize how important a factor the automobile industry has been in the prosperity of this country. Yet if we stop to think of it, it is obvious that without the stimulation which the rapid growth of this industry has given to numerous other industries and to business in general, the country could not have enjoyed so great a degree of prosperity as it has enjoyed in recent

years, and that there would have been less employment of labor, a smaller aggregate consumer purchasing power, and a lower standard of living. It is certainly significant that the greatest automobile producing and using country in the world is also the richest country and has the highest standard of living.

Of all the automobiles in the world (some 25,000,000), the United States has more than four-fifths.

The far-reaching beneficial effect of the automobile industry upon general business in the United States becomes more concretely evident when we consider that this industry in 1925 used one-eighth of all the iron and steel produced in the country, nearly one-seventh of the lead, a like proportion of the hardwood lumber, over one-fourth of the nickel and aluminum, more than half of the plate glass, and over two-thirds of the upholstery leather; that nearly one-eighth of the copper and more than one-seventh of the tin consumed in this country went into automobiles; while automobile production and use accounted for four-fifths of our gasoline consumption and for more than four-fifths of our consumption of rubber.

The automobile has been responsible for the rapid increase of good roads during the past few years, with the attendant improvement of conditions of rural life and stimulation of business in many sections. In rural highway improvement approximately a billion dollars a year has been expended during the past few years, all of which means employment and spells purchasing power.

The automobile industry now stands first among the manufacturing industries of the United States in value of products, the wholesale value of its output in the year 1925 being $3,373,000,000.

The growth of the industry to its present size has unquestionably been made possible by the granting of consumers' credit. Without the development of installment buying no such expansion of the automobile industry, with its attendant increase in general prosperity, could have taken place. Since seventy-five per cent of the automobiles are bought on the installment plan, it is perfectly clear what an enormous difference would have been made had no cars been sold except to persons who were financially able to pay cash down.

BUT although 75 per cent of the cars sold are sold on the basis of consumers' credits, the fact is frequently overlooked that consumers' income has been quite sufficient to enable them to meet their payments and that at least four-fifths of all the cars now in use have been fully paid for. Thus the cars which are in process of being paid for at present out of current income represent not more than one-fifth of the country's total cars, and these are more than half paid for.

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Department Stores of Detroit Spend The Bulk of Their Appropriations In

The Detroit News

FOR an absolute check on advertising results, no business has ever equalled the department store. Each line of advertising space is set to meet a quota. Each advertisement is checked by the cash register. Each medium is carefully keyed from time to time and appropriations are distributed accordingly.

Hence, the department stores offer the best guide to a medium's value. In the Detroit field the department stores have unqualifiedly indorsed the superior effectiveness of The Detroit News with their advertising appropriations. The News, for example, during the first 10 months of 1926 carried three times as much department store advertising weekdays as the second medium, and nearly five times that of the third medium.

A remarkable tribute is this to the wonderful result-bringing quality of Detroit News advertising space. Nor is Detroit News effectiveness employed in such overwhelming proportions by department stores, only. The Detroit News carries more advertising than all other Detroit newspapers combined in all the selling classifications of advertising. Great circulation, concentrated in the homes of the local trading area, is responsible for this preference among advertisers—a preference worthy of your study.

How the Department Stores Employ Detroit Newspapers

Weekdays

NEWS	4,842,964 Lines
2nd Medium	1,617,560 Lines
3d Medium	1,008,728 Lines

Sundays

NEWS	732,970 Lines
2nd Medium	584,276 Lines
3d Medium	39,228 Lines

The Detroit News

350,000 Circulation Sundays — **The HOME newspaper** — *320,000 Circulation Weekdays*

The NEWS DIGEST

A complete digest of the news of advertising and selling is here compiled for quick and convenient reference ☞ The Editor will be glad to receive items of news for inclusion in this department ☞ Address ADVERTISING AND SELLING, Number Nine East Thirty-eighth Street, New York City

CHANGES IN PERSONNEL

Name	*Former Company and Position*	*Now Associated With*	*Position*
R. C. Hay	American Radiator Co., New York *Mgr., Sales Pro & Sales Training*	May Oil Burner Corp., Baltimore, Md.	*Dir. of Sales & Adv.*
C. P. Culbert	May Oil Burner Corp., Baltimore, *Eastern District Mgr.*	Same Company	*Field Sales Mgr.*
D. W. Stotter	Mason Warner Co., Chicago, *Adv. Mgr., Copy Dept.*	Johnson, Read & Co., Chicago	*Copy Staff*
Gaylord P. Kurtz	The Powers-House Co., Cleveland, *Acc't Executive*	Same Company	*Mgr. of Pro.*
B. C. Budd	A. McKim Ltd., Hamilton, Ohio	The Powers-House Co., Cleveland	*Creative Dept.*
H. C. Chase	Dearborn Adv. Agcy., Chicago, *Acc't Executive*	Hurja-Johnson-Huwen, Inc., Chicago	*Vice-Pres.*
V. G. Sanborn	"New York Sun," New York, *Financial Dept.*	Albert Frank & Co., New York	*Publicity Dept.*
E. M. Stevenson	M. P. Gould Co., *Art Dept*	Kramer Direct Adv., New York	*Art. Dir.*
Thos. P. Commeford	The Namm Co., Brooklyn, *Pub. Dir*	May Co., Cleveland	*Sales Dir.*
J. Sullivan	May Co., Cleveland, *Sales Dir*	Kaufman-Straus Co. Louisville, Ky.	*Pres. & Gen. Mgr.*
E. Kennedy	Ralph Jones Agcy., Cincinnati, Ohio	Fuller & Smith, Cleveland	*Service Dept.*
A. P. Afanassieff	The Connoisseur Publications of America, Ltd., New York, "The Connoisseur," New York *Adv. Mgr.*	Same Company	*Vice-Pres.*
T. J. Graham	J. P. McKinney & Son, New York	"New York Motor News," New York	*Adv. Mgr.*
F. F. Stevenson	McLain-Simpers Organization, Phila., *Mgr., New Business Dept.*	Spool Cotton Co., New York	*Adv. Dir.*
F. A. Arnold	Frank Seaman, Inc., New York	National Broadcasting Co., Inc., New York	*Dir. of Development*
James D. Adams	The Corman Co., New York, *Vice-Pres.*	Barton, Durstine & Osborn, Inc., New York	*Acc't Executive*
Louis D. Fancher	Erwin Wasey & Co., New York, *Art Dept.*	Calkins & Holden, Inc.	*Art Dept.*
W. B. Powell	Tracy-Parry Co., New York, *Acc't Executive*	Lyddon & Hanford, New York	*Acc't Executive* (Effective Jan. 1)
J. J. Keith	J. J. Keith Organization, Chicago	Altorfer Bros., Co., Peoria, Illinois	*Associate Sales Mgr.*
O. R. Hardwell	Albert Frank & Co., New York, *Acc't Executive*	Grace & Holliday, Detroit	*Mgr., New York Office*
J. W. Johnson	The Ivey Co., Minneapolis	General Outdoor Adv. Co., Minneapolis	*Sales Mgr.*
B. U. Baker	The Wahl Co., Chicago, *Ass't Adv. Mgr*	Same Company	*Adv. Mgr.*
C. B. Ross	The Wahl Co., *Ass't Sales Mgr*	Same Company	*Sales Mgr.*
K. L. Bridges	American Lithographic Co., New York *Pro. Mgr.*	Same Company	*Gen. Sales Rep.*
G. W. Ellis	American Lithographic Co., New York *Pro. Dept.*	Same Company	*Pro. Mgr.*
F. S. Mygatt	"Woman's World," New York, *Eastern Mgr.*	"Delineator," New York	*Adv. Rep. in Pa. & South*
W. S. Fallis	The Sherwin-Williams Co. of Canada, Ltd., Montreal, *Vice-Pres.*	Same Company	*Pres.*
R. T. Freeman	General Outdoor Adv. Co., Atlanta, Ga.	"Georgian & American," Atlanta	*Adv. Staff*
M. C. Taylor	Condé Nast Publications, New York *Merchandise Editor*	Lyddon & Hanford, New York	*Advisory Counsel*
L. J. Graft	"Times," Sanford, Fla., *Adv. Mgr*	"Herald-Post," Louisville, Ky.	*Adv. Dept.*
R. D. Whittmore	The Babson Co., *New York Mgr*	The Derby Letter Machine Co., Inc., N. Y.	*Pres.*
J. P. Hunting	Pyle-MacLaren Printing Co., New York *Sales Mgr.*	The Derby Letter Machine Co., Inc., N. Y.	*Vice-Pres.*
E. B. Pyle	Pyle-MacLaren Printing Co., New York *Sales Mgr.*	The Derby Letter Machine Co., Inc., N. Y.	*Sec'y-Treas.*
C. Hannauer	Chicago Terminal Railroad, Chicago *Vice-Pres.*	Boston & Maine Railroad, Boston	*Pres.* (Effective Jan. 1)
D. S. Schwartz	A. V. Victorius & Co., New York, *Sales Pro. Mgr.*	Vigoradium Corp., New York	*Sales & Adv. Mgr.*
G. F. Edwards	"Enterprise," High Point, N. C., *Adv. Mgr*	Same Company	*Adv. Mgr.*
C. W. Fuller	"Photoplay Magazine," New York, *Adv. Mgr.*	Resigned	
E. S. Fink	The Fink Co., Phila.	Spector & Goldensky, Phila.	*Partner in Charge of Merchandising Dept.*

Make easy your entrance into Small Town Homes by associating your products with the helpful service material of this Editorial Staff—



Katharine Clayberger, *Editor*

Mary B. Charlton, *Managing Editor*

Marion M. Mayer, *Service Editor*

Josephine Nelson, *Art Editor*

Frederic W. Howe, *Director of the School of Household Science & Arts of Pratt Institute*

Emma F. Holloway, *Supervisor of Institutional Courses, School of Household Science & Arts of Pratt Institute*

Elizabeth C. Condit, *Supervisor of Home Making Courses, School of Household Science & Arts of Pratt Institute*

Marjorie Kinney, *Supervisor of Clothing Courses, School of Household Science & Arts of Pratt Institute*

Eve Kittleson—*in charge of the Fashion and Dressmaking Dept. of the Home-Makers' Bureau of People's Home Journal*

Helen Hathaway—*in charge of the Etiquette Dept. of the Home-Makers' Bureau of People's Home Journal*

Marianna Wheeler—*in charge of the Baby Service of the Home-Makers' Bureau of People's Home Journal*

Katharine Lee—*in charge of the Beauty Service of the Home-Makers' Bureau of People's Home Journal*

Roger B. Whitman—*in charge of "Old Homes Made New" Dept. of the Home-Makers' Bureau of People's Home Journal*

Dorothy Haldane—*in charge of the Needlework Dept. of the Home-Makers' Bureau of People's Home Journal*

Thornton W. Burgess—*author of the Green Meadow Club Nature Study Stories for children*

Irene H. Burnham—*Chairman of the Division of Home Making, in the Department of the American Home, General Federation of Women's Clubs*

Favorite authors: Norma Patterson, Chart Pitt, Agnes Louise Provost, Nelia Gardner White.

A Magazine Devoted to the Interests of the Younger Women Living in Small Towns and Rural Communities

PEOPLE'S HOME JOURNAL

Advertising & Selling · The NEWS DIGEST · Issue of Dec. 15, 1926

CHANGES IN PERSONNEL (*Continued*)

Name	Former Company and Position	Now Associated With	Position
William J. Griffin	Charles W. Hoyt Co., New York	James Butler Grocery Co., Long Island City	*Adv. Mgr.*
W. S. Stapleton	"Journal Courier," New Haven, Conn.	"Union," New Haven	*Adv. Mgr.*
E. R. Dibrell	Lord & Taylor, New York, *Vice-Pres.*	R. H. Macy & Co., New York	*Vice-Pres. & Dir. of Pub.*
F. Keyler	"Radio Merchandising," New York, *Adv. Mgr.*	L. H. Waldron Adv. Agcy., New York	*Sales Staff*
Robert S. Ghiselin	Wayne Knitting Mills, Ft. Wayne, Ind. *Ass't to Pres.*	George J. Kirkgasser & Co., Chicago	*Vice-Pres.*
R. K. Kind	Jos. Schlitz Beverage Co., *Gen. Mgr.*	Thorens, Inc., Milwaukee	*Gen. Mgr.*
Truman G. Brooke	Burgess-Brooke, Inc., Minneapolis, Minn., *Vice-Pres.*	Truman G. Brooke, Minneapolis, Minn.	*Owner*
J. A. Snyder	J. A. Snyder Adv. Service, Chicago	Sehl Adv. Agcy., Chicago	*Member of Staff*
D. Kerston	Carl Zeiss, Inc., New York, *Adv. Mgr.*	Clarence S. Nathan, Inc.	*Merchandising Mgr.*
William B. Tanner	Moss-Chase Co., Buffalo, N. Y.	E. P. Remington Adv. Agcy., Buffalo	*Prod. Mgr.*
John Clayton	D. C. Paper Mfg. Co., Washington, D. C. *Adv. Mgr.*	Printers, Ltd., Sydney, Australia	*Dept. of Printed Salesmanship*
Page Brown	Curtis Pub. Co., Boston Office *Adv. & Sales Pro. Dept.*	H. B. Humphrey Co. Boston	*Sales & Distribution*
W. Arthur Cole	The Corman Co., New York *Vice-Pres. & Prod. Mgr.*	Resigned	
J. R. Busk	Pantasote Co., Inc., *Sales & Adv. Mgr.*	Frank Seaman, Inc. New York	*Acc't Executive*
Joseph D. Sullivan	"Times-Union," Albany, N. Y. *Gen. Mgr.*	"World" & "Evening World," New York	*Ass't Business Mgr.*
F. J. Maxted	"Collier's" *Chicago Staff*	Same Company	*Western Mgr.*
J. J. Kenny	Wm. R. Rankin Co., New York, *Art Dir.*	Young & Rubicam, New York	*Ass't Art Dir.*
Bernice Fitz-Gibbon	R. H. Macy & Co., New York, *Copy*	Young & Rubicam, New York	*Copy*
John B. Smiley	Remington Arms Co., New York	Same Company	*Pres.*
H. H. Kroh	H. E. Lesan Adv. Agcy., New York	E. G. Sellings Co., Wilmington, N. C.	*Member of Staff*
J. H. Mack	Dodge Bros., Inc., Detroit *Eastern Sales Rep.*	Same Company	*Dir. of Nat'l Business Sales*
P. M. Fahrendorf	Fisher-Brown Adv. Agcy., St. Louis, Mo.	Boot & Shoe Recorder Pub. Co., Boston	*Member of Staff*
C. L. Reierson	Remington Arms Co., New York, *Pres.*	Resigned	
William E. Warwick	Standard Oil Co. of Indiana *Vice-Pres. & Gen. Mgr., Mfg. Dept.*	Resigned (Effective Jan. 1)	
A. W. Page	Doubleday, Page & Co., New York *Vice-Pres.*	American Tel & Tel. Co. New York	*Vice-Pres.* (Effective Jan. 1)
H. B. Hankinson	The Star Rubber Co., Inc., Akron, Ohio, *Ass't to Gen. Mgr.*	Same Company	*Gen. Sales Mgr.*
R. E. Smith	Witte Engine Works, Kansas City, Mo. *Adv. Mgr.*	J. O. Young Adv. Agcy. Kansas City	*Acc't Executive*
L. A. Weary	"Liberty," *Western Staff*, Detroit	Same Company	*Ass't Western Mgr.*, Detroit
E. T. Strong	Buick Motor Co., Flint, Mich. *Gen. Sales Mgr.*	Same Company	*Pres. & Gen. Mgr.*
D. A. Grubb	The Star Rubber Co., Inc., Akron, Ohio, *Gen. Sales Mgr.*	Resigned	
C. B. Durham	Buick Motor Co., Flint, Mich. *Ass't Gen. Mgr.*	Same Company	*Vice-Pres.*
Walter M. Sackett	Karle Lithographic Co., Rochester, N. Y. *Sales Mgr.*	Same Company	*Vice-Pres. in Charge Sales & Adv.*
E. G. Norwich	Fuller & Smith, Cleveland, *Prod. Mgr.*	"*Time*," Cleveland	*Prod. Mgr.*
L. W. James	Federal Radio Corp., Buffalo, N. Y. *Ass't Sales Mgr.*	Same Company	*Ass't to Pres.*
J. S. Wilkinson	Carnation Milk Products Co., Oconomowoc, Wis., *Ass't to Sales Mgr.*	Same Company	*Sales Mgr.*

CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS

Name	Address	Product	Now Advertising Through
* H. J. Heinz Co.	Pittsburgh, Pa.	"*Heinz Rice Flakes*"	Federal Adv. Agcy., New York
United Radio & Electric Corp.	Newark, N. J.	"*Ureco*" *Radio Tubes*	Street & Finney, New York
The Sebring Pottery Co.	Sebring, Ohio	"*Ivory Porcelain*" *China*	Edwards, Ewing & Jones, Inc., New York
Tolley Cake Corp.	New York	*Cakes*	C. S. Hallowell, Inc., New York
Stuart Products Corp.	Chicago	*Radio Batteries*	The Conover-Mooney Co., Chicago
The Franceau Shop	New York	*Women's Clothing*	The Sacks Co., Inc., New York City
Caille Motor Co.	Detroit	*Outboard Motors*	Fecheimer, Frank & Spedden, Inc., Detroit

*Calkins & Holden, Inc., New York, will continue to handle the advertising for the other Heinz products.

line for line,
dollar for dollar,
copy for copy—

the most productive advertising medium in the richest market in the world.

ADVERTISING LEADER in volume, character and trustworthiness of announcements—27,423,489 *lines in eleven months,* 1926, 10,174,154 *more than the second New York newspaper. CIRCULATION LEADER in number of readers average daily and Sunday of all New York standard size morning newspapers, and in high quality of readers, of all newspapers. Daily net paid sale in excess of* 370,000 *copies. Sundays in excess of* 625,000.

The New York Times

Advertisers who wish to know the distribution of the highest quality newspaper circulation in the New York market should write for The New York Times sixteen-page book embracing the exclusive data covering the New York market which appeared in the volume "A Study of 81 Principal American Markets." The work comprehensively analyzes the New York market. The pages of statistical matter give complete, for the first time in simplified form, data which include population, number of families, dwellings, male and female buyers fifteen years of age and over, number of automobiles, retail outlets and wholesale firms in New York City and the 300 towns within the boundaries of the metropolitan area. This pamphlet will be sent without charge to any advertiser or agent upon written request. Address Advertising Department, The New York Times.

Advertising & Selling · The NEWS DIGEST · Issue of Dec. 15, 1926

CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS (*Continued*)

Name	*Address*	*Product*	*Now Advertising Through*
Johnson & Johnson	New Brunswick, N. J.	*Baby Powder, Baby Cream and Baby Soap*	George Batten Co., Inc., New York
The Enid Mfg. Co.	New York	*"Maiden Form" Undergarments*	Arthur Rosenberg Co., New York
Maltop, Inc.	Buffalo, N. Y.	*"Toddy" Malt Chocolate*	Barton, Durstine & Osborn, Inc., New York
Leihy Candy Co.	Los Angeles, Cal.	*Candies*	Lord and Thomas & Logan, Los Angeles
Ranier Brewing Co.	San Francisco, Cal.	*Beverages*	Lord and Thomas & Logan, Los Angeles
Lancaster Mills	Clinton, Mass.	*Lancaster Drapery Fabrics*	Frank Seaman, Inc., New York
The International Paper Co	New York	*Paper*	N. W. Ayer & Son, New York
The Hassler Mfg. Co	Indianapolis, Ind.	*Shock Absorbers*	J. Walter Thompson Co., Chicago
The Artistic Lighting Equipment Ass'n	Cleveland	*Lighting Equipment*	N. W. Ayer & Son, New York
Prometheus Electric Corp	New York	*"Prometheus" Sterilizers*	Fred'k A. Spolane Co., New York
Steiner Mfg. Co.	St. Louis	*Electric Coffee Mills & Meat Grinders*	Britt-Gibbs, St. Louis
Whiting Leather & Belting Co	Long Island City	*Leather Belting*	Wightman-Hicks, Inc., New York
Marf Machine & Die Casting Co	Brooklyn, N. Y.	*Die Castings*	Wightman-Hicks, Inc., New York
Hartol Products Co	Newark, N. J.	*Oil Products*	Wightman-Hicks, Inc., New York
Concrete Surface Co	New York City	*Treatment for Concrete*	Wightman-Hicks, Inc., New York
Jerslid Knitting Co.	Neenah, Wis.	*Knitted Underwear*	Olson & Enzinger, Inc., Milwaukee
First Trust & Savings Bank	Akron, Ohio	*Finance*	Eddy & Clark, Inc., Akron
Production Equipment Co	Findlay, Ohio	*Metal Working Machinery*	Nichols-Evans Co., Cleveland
Chipman Chemical Engineering Co.	Bound Brook, N. J.	*"Atlas" Weed Killers*	Wilson & Bristol, New York
The Irish & Scottish Linen Damask Guild, Inc.	New York	*Table Linen Damask*	The Paul Cornell Co., Inc., New York
Smith Bros. & McCormick	Phila.	*Finance*	Charles C. Green Adv. Agcy., Inc., Phila.
The Brooklyn Metal Stamping Corp.	Brooklyn, N. Y.	*Mechanical Stampings & Radio Accessories*	Albert Frank & Co., New York
H. R. Grant Co	Chicago	*"Vertifile" Filling System for Cuts & Electros*	Hurja-Johnson-Huwen, Inc., Chicago
Anchor Electric Co	Chicago	*Shock Absorbers*	Hurja-Johnson-Huwen, Inc.
The Sesamee Co	Hartford, Conn.	*"Sesamee" Keyless Locks*	Lyddon & Hanford Co., New York
Freed-Eisemann Radio Corp	Brooklyn, N. Y.	*Radios*	The Paul Cornell Co., Inc., New York
De Miracle Chemical Co	New York	*"De Miracle" Liquid Depilatory*	M. P. Gould Co., New York City
Superior Sheet Steel Co	Canton, Ohio	*Sheet Steel*	The Robbins & Pearson Co., Columbus, O.
The Lever Bros. Co	Cambridge, Mass.	*"Lifebuoy Soap"*	Ruthrauff & Ryan, Inc., New York City
Missouri State Life Insurance Co	St. Louis, Mo.	*Life Insurance*	H. W. Kastor & Sons, Inc., St. Louis
Detroit Testing Laboratory	Detroit	*Industrial Engineering*	Philip C. Pack, Ann Arbor, Mich.
Smokers Products, Inc.	Newark, N. J.	*"One-Up" Tobacco Case*	The Sacks Co., Inc., New York
The Moline Implement Co	Moline, Ill.	*Farm Machines*	Charles Daniel Frey Adv., Inc., Chicago
Illinois Cosmetic Co	Chicago	*"Il Cosmet" Toilet Requisites*	A. R. Johnson Organization, Chicago
J. S. & J. F. String, Inc	Newark, N. J.	*Oil Heating Systems*	A. Engene Michel & Staff, New York
Nassau Radio Co	Brooklyn, N. Y.	*Radios*	The Corman Co., New York
B. Fisher & Co.	New York	*"Hotel Astor Coffee"*	Picard, Bradner & Brown, Inc., New York
The Cornell Wood Products Co	Chicago	*"Cornell" Wall Board*	Rick & Giltnane Co., Chicago
J. D. Shepard Shoe Co	Chicago	*Shoes*	Frederick-Ellis Co., Inc., Chicago
The Airkool Sparkplug Corp	Miami, Fla.	*Sparkplugs*	Campbell Adv. Agcy., Ft. Lauderdale, Fla.
The Hanley Co	Bradford, Pa.	*Building Brick*	Lyddon & Hanford Co., New York
The Capitol Furniture Co	New York	*Furniture*	The Artwil Co., New York
Hydro-Centrifugals, Inc	New York	*Laundry Equipment*	Evans, Kip & Hackett, Inc., New York
E. A. Zatarain & Sons, Inc	New Orleans	*"Pa-Poose" Cordials*	Martin-Gessner Adv., Inc., New Orleans
Thurston-Helme, Inc	New York	*"Thurston's Hand Cream"*	M. P. Gould Co., New York
Iron Mountain Mfg. Co	Chicago	*"Zero-Zone" Refrigerators*	J. Walter Thompson Co.
The Erie Malleable Iron Co (Van Metal Wheel Div.)	Erie, Pa.	*Truck Wheels*	Paul Teas, Inc., Cleveland
Swartout Co.	Cleveland	*Steam Specialties*	Paul Teas, Inc., Cleveland
France Mfg. Co	Cleveland	*Radio & Automobile Battery Chargers*	The Richardson-Briggs Co., Cleveland
Pilot Life Insurance Co	Greensboro, N. C.	*Insurance*	Charles W. Hoyt Co., Inc., New York

NEW ADVERTISING AGENCIES AND SERVICES, ETC.

The York Advertising Corp.	512 Fifth Ave., New York	*Advertising*	H. H. Creske, Pres.; H. Everett, Vice-Pres.; M. Freund, Sec'y and D. Davidson, Treas.
Fawn-Art Studios	Cleveland, Ohio	*Commercial Art*	Richard E. Fawn, Norman V. Wagner & John J. Engeman

COLUMBIA

The Largest Catholic Magazine in the World

HOME DELIVERED AND WHOLE FAMILY INFLUENCE

416,593

or 55% of the Knights of Columbus Families Own Their Homes

454,465

of 60% of the Knights of Columbus Families Own Automobiles



Returns from a questionnaire mailed to subscribers show that COLUMBIA has more than two and one-half million readers, grouped thus:—	
Men	1,197,288
Women	1,047,627
Boys under 18	189,076
Girls under 18	185,077
TOTAL	2,619,068

The Knights of Columbus

Publish, print and circulate COLUMBIA *from their own printing plant at New Haven, Connecticut*

Net Paid Circulation **748,305** Member A.B.C.

Twelve months average, ended June 30th, 1926

Eastern Office
D. J. Gillespie, Adv. Dir.
25 W. 43rd St.
New York

Western Office
J. F. Jenkins, Western Mgr.
134 S. La Salle St.
Chicago

Advertising & Selling • The NEWS DIGEST • Issue of Dec. 15, 1926

NEW ADVERTISING AGENCIES AND SERVICES, ETC. (*Continued*)

Chute-Winberc-Johnson, Inc.	Chicago	*Direct Mail Service*	L. E. Chute, Pres.; P. A. Johnson, Vice-Pres. & S. Winberc, Treas.
The Tri-City Letter Service	Davenport, Iowa	*Letter Service*	T. E. Hoagland
The Paul Cornell Co., Inc.	28 W. 44th St., New York	*Advertising*	Paul Cornell, *Pres.*; N. M. Markwell, *Vice-Pres.*; A. B. Stamford, *Sec'y*; M. R. Goldsmith, *Treas.*
Truman G. Brooke	724 Baker Bldg., Minneapolis, Minn.	*Advertising Service*	Truman G. Brooke

PUBLICATION CHANGES AND APPOINTMENTS

"Film Fun," New York	Has been sold to George T. Delacorte, Jr., owner of the Dell Fiction Group and "Famous Story Magazine."
"Mail," Charleroi, Pa.	Has appointed Lindenstein-Kimball, Inc., Pittsburgh and New York, as its National Advertising Representative.
"Long Island Press," Jamaica, L. I.	Has been purchased from B. Marvin by the owners of the "Staats-Zeitung und Herold," New York, and W. Hoffmann, former business manager.
"Daily Journal," Kirksville, Mo.	Has suspended publication.
"News" and the "Journal," Daytona Beach, Fla.	Have consolidated. They will continue publication under their own names as afternoon and morning papers respectively. The Sunday edition will be known as the "News-Journal."
"Popular Radio," New York	Will take over the management of its own advertising department (Effective February issue). The eastern advertising department will be located at its publication office, 627 West 43d St., New York, and the western advertising department continues at 225 N. Michigan Ave.
The "Iowa Homestead," Des Moines, and the "Wisconsin Farmer," Madison	Have appointed C. A. Cour, as their St. Louis Advertising Representative.
"News," San Jose, Cal.	Appoints Conger & Moody, San Francisco and Los Angeles, as its National Advertising Representative.
"Telegram" and "Herald," Chippewa Falls, Wis.	Have consolidated into the "Herald-Telegram."
"Morning Herald," Clearwater, Fla.	Has been purchased by Frank Pulver, president of the "Daily News," St. Petersburg.
"Morning News," Savannah, Ga.	Has been sold to H. J. Jenkins, who has purchased the stock of the late Frank G. Bell.

MISCELLANEOUS

Grace & Holliday, Detroit	Will open a New York office with O. R. Hardwell in charge.
"Journal of Electricity," San Francisco	Name changed to "Electrical West." (Effective Jan. 1)
The Honig-Cooper Co., San Francisco	Has opened a Los Angeles office, with A. R. Pearson in charge.
Outdoor Advertising Agcy. of America, Inc., New York	Has opened a Cleveland office with A. Friedman in charge.
Onyx Hosiery Co., New York and the Gotham Silk Hosiery Co., New York	Will merge; the latter company purchasing the assets of the former.
"Salida Record," Salida, Colorado	Mentioned in last issue as having suspended publication. This was an error, as it has been in continuous circulation since its inception in 1882.
"Keystone Catalog, Coal Edition," (McGraw-Hill publication)	Name changed to the "Keystone Coal Mining Catalog."
"The Coal Catalog" (McGraw-Hill publication)	Name changed to the "Keystone Coal Buyers Catalog."
The Acme Motor Truck Co., Cadillac, Mich.	Has purchased the United Motors Products Co., Grand Rapids.
The Commerce Motor Truck Co., Ypsilanti, Mich.	Has acquired the capital stock of Service Motors, Inc., Wabash, Ind.
"Rod & Gun," Woodstock, Ont.	Name changed to "Rod & Gun and Canadian Silver Fox News."
The Aetna Foundry & Machine Co., Warren, Ohio, and the Standard Engineering Co., Ellwood, Pa.	Have been merged into the Aetna Standard Engineering Company.
The India Alkali Works, Boston	Name changed to The Savogran Company.
The Harris Automatic Press Co., Cleveland, Ohio	Has purchased the Seybold Machine Company, Dayton, and the Premier & Potter Press Co., Inc., New York. The new concern will be known as the Harris-Seybold-Potter Co. This purchase does not affect the sales and service policies of the three companies or the design and equipment of their machines.
E. Laurence & Co., Chicago	Name changed to "Gets-It," Inc.

CHANGES IN ADDRESSES

Advertising Agencies and Services, Publications, etc.

Name	*Business*	*From*	*To*
Harold D. Menken	Advertising	1182 Broadway, New York	67 West 44th St., New York

DEATHS

Name	*Position*	*Company*	*Date*
Robert E. Fithian	*General Manager*	The Evening News Co., Bridgeton, N. J.	Nov. 25, 1926
Charles W. Allen	*Former President*	Little, Brown & Co., Boston	Nov. 29, 1926
E. W. Durkee	*President*	E. R. Durkee & Co., New York	Dec. 9, 1926
Reuben Brooks	*Founder*	Russia Cement Co., Gloucester, Mass.	Dec. 10, 1926
E. M. Taylor	*President*	Diamond State Fibre Co., Bridgeport, Pa.	Dec. 10, 1926

$1,000 A Year—And The Digest

NO fact is of greater interest to us than that 1% of The Digest's total circulation, or 14,050 families, have annual incomes of $1000 or less!

¶ One thousand dollars which must be made somehow to cover rent, food, clothing, doctor bills—and the numerous other expenditures which make their unheralded appearance during any twelve months of a life-time. Yet from their slender purse these families set aside $4.00 each year to insure the weekly visits of The Literary Digest to their homes.

¶ Other things may wait. Luxuries may be postponed. But never must be overlooked the necessity of keeping well informed and mentally awake.

¶ The Digest is edited solely for alert people at every income level. The fact that the largest percentage of its subscribers are men and women in the higher income levels does not mean that it is a magazine for the wealthy.*

¶ In building up a great circulation of 1,400,000 copies per week, we welcome as a subscriber anyone, from any walk in life, for the size of their income is, after all, unimportant.

¶ What *is* of immense importance is that, at *every* income level, the alert form that great cross-section of our population who mold public opinion.

¶ Readers of The Literary Digest have great influence in their own communities, and they and their kind determine what the rest of us will eat, wear and do.

**The Literary Digest is credited with covering 39.8% of all the families with $10,000 incomes and over and is credited also with reaching 19% of all the families in the United States having an income of from $5,000 to $10,000. In the income class $2,000 to $5,000 there are 661,755 families reading The Digest.*

The Literary Digest

Advertising Offices: NEW YORK - BOSTON - DETROIT - CLEVELAND - CHICAGO

BUILDING SUPPLY NEWS

"Edited for the Merchant of the Building Industry"

Think of any kind of building construction — homes, hotels, or public buildings; highways, viaducts or dams; stadiums, subways or sidewalks—and you think of the field that the building supply dealer serves.

Think of any material or supply that goes into either the construction or maintenance of any such projects and you think of a material or supply that building supply dealers handle.

BUILDING SUPPLY NEWS

"Edited for the Merchant of the Building Industry"

BUILDING SUPPLY NEWS

"Edited for the Merchant of the Building Industry"

Think of the receiving yards and the handling equipment—the acres of valuable grounds, railroad sidings, silos, hoppers, bins, cranes and an ever increasing fleet of trucks — and you think of the plant and equipment of a building supply dealer.

Whether you sell something that goes into the construction or maintenance of any kind of building or whether you sell a piece of machinery that can be profitably used in the handling or distribution of building supplies, Building Supply News can help you with your selling problem for it thoroughly covers the field of building supply dealers.

Write for Merchandising and Equipment Surveys

Industrial Publications, Inc.
407 South Dearborn Street
CHICAGO
New York Cleveland
Members A. B. C. and A. B. P.

BUILDING SUPPLY NEWS

"Edited for the Merchant of the Building Industry"

NEWS and comment about The Chicago Tribune, *zone marketing, advertising, and Chicagoland . . . . prepared by the* Chicago Tribune *Business Survey.*

Public Sentiment . . . Poetry and Whiskers . . .
Experience . . . Slumber Parties . . . Growth . .
Nationalitis Deferred . . . . . Mussolini

World's Greatest Newspaper

Another President on Advertising

"With public sentiment, nothing can fail; without it, nothing can succeed. Consequently he who molds public sentiment goes deeper than he who enacts statutes or pronounces decisions."

Abraham Lincoln

Poetry and Whiskers

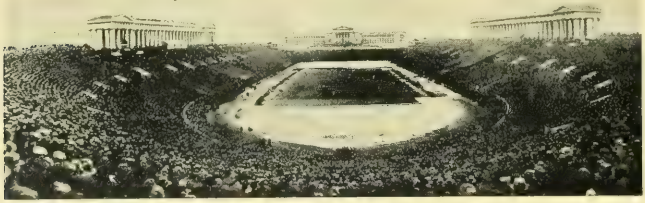
SOME day-to-day philosopher remarked that there are no yesterdays in the newspaper business. And added: "And no tomorrows." The city editor cleans the spike on his desk before he starts for home. Today's mail is old stuff when the "dog watch" says good morning to his 8 A. M. relief and good night to the watchman.

But the demise of newspaper effort is not always so sudden. There is a lot of humor and verse in the daily column of Richard Henry Little (officially known as R. H. L.) which refuses sudden death. For years choice bits found only a refuge in readers' scrap books. But now these quips and quirks are published annually in the Line Book (From A Line O' Type Or Two.) Last year 162,000 Tribune readers bought these books in Chicago. This year's Line Book comes out the first week in December. Chicago now associates it with Christmas. The print order is 300,000 copies.



"R. H. L."

Dick Little *is a veteran newspaper writer. The accompanying picture was taken when he was a Japanese prisoner—captured with other war correspondents in the Jap-Russian war. A Jap soldier had charge of the correspondents—about a score of all nationalities. Each day the Jap lined up his prisoners and counted them. After being checked at one end of the line, Dick would duck around in back and get counted again. The Jap, with one too many prisoners, counted the second time, and Dick would slip back to his original position and the Jap would have one too few. Then he called his sergeant, who always found the requisite number and spoke as sergeants sometimes do to their inferiors. Eventually the Jap soldier was removed. It was called a nervous breakdown.*



HERE is the largest crowd ever assembled at a football game—more than 110,000 at the ARMY-NAVY battle at Soldier's Field, Chicago. Multiply this crowd by TEN and you'll have some idea of the Sunday Tribune circulation. SEVEN times this crowd is the Daily Tribune circulation.



CAREYORR, Tribune cartoonist, whose novelized West Point romance is running serially in The Sunday Tribune.

In Which a 53 Year-Old Company Increases Sales 77 Per Cent With Half a Campaign

AFTER 53 years of business without advertising, The Union Bed and Spring Company (Masterpiece Springs) accepted a plan presented by The Chicago Tribune. A. M. Steele, sales manager, tells the story:

"Between April 4th, the first appearance of our advertising, and October 1st, we secured 380 new accounts in The Tribune Territory. (As most dealers are exclusive in a town, it means the opening up of nearly 380 new towns in the territory.) On the strength of our campaign, we have gone into Nebraska, Ohio and Missouri and opened up 100 new accounts.

"We have increased the business of our spring department 77 per cent. We believe that by the end of the year it will be greater.

"We have run 328 special sales. Last year our dealers spent less than $500 advertising our merchandise. So far this year our dealers have spent $18,942 advertising our lines and hooking up their advertising with our campaign in The Chicago Tribune.

"One dealer reports that, hooking up with our Chicago Tribune advertising, he sold 177 springs. A Quincy dealer sold 75 springs in a week. In Jacksonville, our dealer sold 145 springs in a week. Our Duluth dealer sold 204 spring in a week.

"We are wholly sold on The Tribune. We know we are getting reader interest, although our connection with The Tribune is only 8 months old."

The Sunday Tribune was the only publication used

The Union Bed and Spring Company use full pages in the Rotogravure Magazine once a month.

If you want further details of this advertising success, write us.

* * *

Growth

"Grow with The Chicago Tribune in 1926," we suggested a year ago. Tribune advertising gain for the first ten months of 1926 was nearly 7,000 columns—greater than the gain of any other Chicago newspaper.

* * *

NATIONALITIS—Deferred

. . . . . A young electrical engineer persuaded the bankers to let him take over the business, which then was doing an annual volume of $400,000, says Sales Management.

"When I first took charge of this business," the young engineer remarked, "I saw that we were selling paint over a large territory for such a small concern. My plans were to strengthen our business right here in Kansas City first, then gradually to take up the slack in our sales and distribution in an ever-widening territory. Instead of trying to cover more territory, we concentrated on our home market first."

The annual volume has increased from $400,000 to $4,500,000. *And the company hasn't yet reached the stage where it can profitably sell in a territory as large as when its volume was $400,000 and the bankers took over the business.*

* * *

W-G-N, The Tribune's Radio Station, can now put another Feather in its Cap. The voice of Mussolini, Europe's Stormy Petrel, was heard in America for the first time on December 14th. The lads at W-G-N asked the Tribune's Rome correspondent to arrange with Il Duce for an exclusive message to the Americans, the Victor people obliged with a record of the talk and W-G-N put it on the air.

Pop Toop.

Advertising & Selling

PUBLISHED FORTNIGHTLY

ublic Libr
Kansas

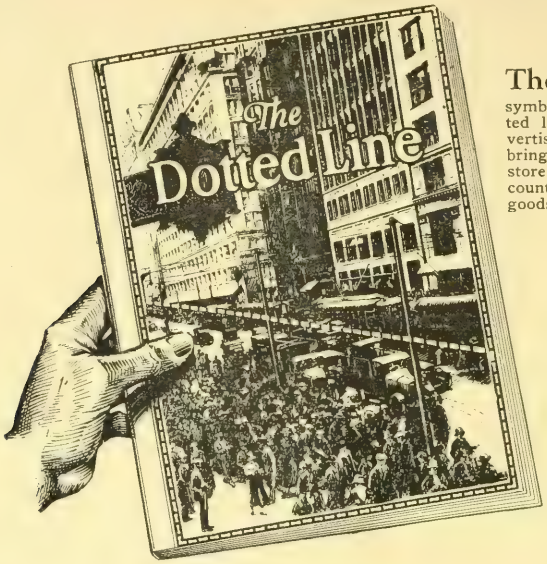


From "A Son of the Bowery", George H. Doran Company.

DECEMBER 29, 1926 15 CENTS A COPY

In this issue:

"Now for Next Christmas" By KENNETH M. GOODE; "Mistakes You Manufacturers Make in Expanding Markets"; "This Matter of the Cash Discount"; "America Takes to the Road" By JAMES M. CAMPBELL; "Art versus Advertising" By E. T. GUNDLACH; "The Architect Says O. K." By N. KRICHBAUM



The *Dotted Line*

symbolizes the sale. Dotted line results from advertising are those that bring customers into the store and up to the counter to ask for your goods.

The tips in this book will aid the advertiser to win the Chicago Market

No matter what you are selling you can be well advised by Chicago's retail space buyers. They are interested in "dotted line" results . . . . in cash sales from every line of advertising.

CHICAGO'S "Loop" is the greatest retail market in the world . . . nowhere else can be found concentration of such volume . . . $275,000,000 yearly.

If there are any short-cuts to success in a market, certainly the retail merchants know them.

It is most significant that department stores in Chicago, whether in the "Loop" or in outlying districts, depend more on The Daily News than on any other Chicago paper to move merchandise.

In the first eleven months of 1926 more than 40% of all the department store lineage used in Chicago papers, *daily and Sunday*, appeared in The Daily News . . . MORE THAN TWICE the volume any other daily or Sunday paper carried.

Why is The Daily News so important a factor in selling goods in Chicago? What conditions exist to justify this overwhelming preference of retail merchants?

Write Today for the Answer

This significant book, "The Dotted Line," gives a dramatic and timely picture of the advertising and merchandising situation in Chicago. If you are selling or plan to sell goods in Chicago, you can benefit by knowing the methods used by those who are already successful. A copy will be sent free to business executives who write for it on their business stationery. Address The Daily News, 15 North Wells St., Chicago, Ill.

THE CHICAGO DAILY NEWS

First in Chicago

Member of The 100,000 Group of American Cities

Advertising Representatives:

NEW YORK	CHICAGO	DETROIT	SAN FRANCISCO
J. B. Woodward 110 E. 42d St.	Woodward & Kelly 360 N. Michigan Ave.	Woodward & Kelly Fine Arts Building	C. Geo. Krogness 253 First National Bank Bldg.

Average Daily Net Paid Circulation for November, 421,507

Published every other Wednesday by Advertising Fortnightly, Inc., 9 East 38th St., New York, N. Y. Subscription price $3.00 per year. Volume 8. No. 5. Entered as second class matter May 7, 1923, at Post Office at New York under Act of March 3, 1879.



An advertisement prepared for the Tide Water Oil Sales Corporation

Advertising's best sellers

The man in the street doesn't get excited about philosophy, But call it "The Story of Philosophy," people it with human, lively characters and you have—a best seller.

The man in the street doesn't give a thought to bacteriologists. But call them "Microbe Hunters," make them adventurers, and you have—a best seller.

The man in the street doesn't care about biology. But call it "Why We Behave Like Human Beings," write it in popular newspaper fashion, and you have—a best seller.

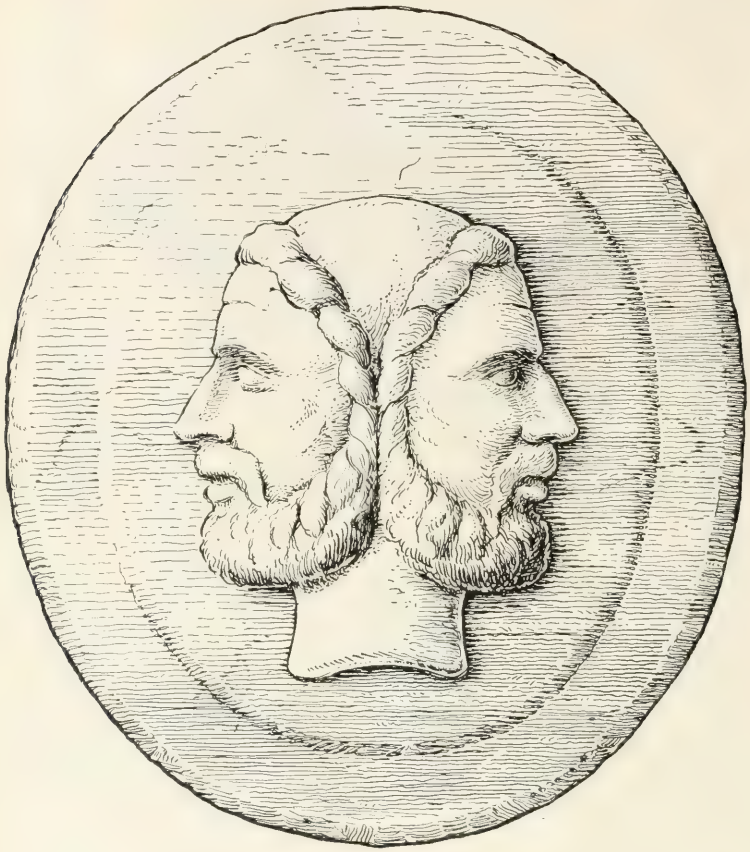
The man in the car doesn't think about motor oil. But call it the "Film of Protection," write it as a mystery story, and you have—a best seller.

To interested executives we will gladly send notable examples of advertising that has succeeded in lifting difficult subjects out of the welter of mediocrity, and has turned them into —best sellers.

Joseph Richards Company, Inc., 253 Park Avenue, New York City.

RICHARDS

FACTS FIRST · · · · THEN ADVERTISING



Like JANUS, who could look before and after, we, of The Indianapolis News, look back with pride at 57 years of conspicuous achievement—and forward, humble before the challenge of our past. And it *is* a challenge, to have been for half a century, in the twenty-first city, one of the first newspapers in the brilliant company of America's great journals.

THE INDIANAPOLIS NEWS

Everybody's Business

By Floyd W. Parsons



Courtesy Illinois Steel Co.

THE old year is passing out in a blaze of glory. It has brought us some trials and tribulations, but no major calamity. Leading economists and business advisers who charge stiff prices for their opinions warned us at the beginning of 1926 that we were entering a period of readjustment. There was to be a slowing down of activity.

Much to the surprise of many, and to none more than to myself, production in most lines has been maintained at a high level. The reviews of the year, soon to appear, will be unanimous in the declaration that it was a time of record industrial achievement. People are less fearful of the future now than they were eight or nine months ago. We are told that money is plentiful, interest rates are relatively low and the inventory position is sound. Bank savings continue to grow and wages are high. This means good purchasing power. Labor difficulties are at the lowest point in years, and living costs are slowly returning to a normal plane.

Things that are scheduled to happen and then fail to occur soon lose their terrors. When the stock market took a tumble last spring, confidence quickly disappeared and the atmosphere assumed a bluish tinge. Underlying conditions were as good then as they are now. When we get another slump in the stock market, the same flood of pessimism will be let loose. It has always been so and nothing has happened to change the situation.

We are not through with business cycles. No one is going to ring a bell to notify us when the crest of prosperity has been reached. Each setback that has come in our industrial life has started when nearly everyone was optimistic. In the beginning of the downward slide we are always informed that we are witnessing a purely temporary recession that will strengthen the situation. After a few months have passed the people who could see no clouds in the sky are ready to declare that the sun will never shine again.

There is nothing new in all of this. It is a condition that is founded in human nature, and discloses two predominant traits: First is the ease with which we forget the lessons of yesterday; and second is the speed with which we can descend from the heights of hope to the depths of despair. Some day this may be corrected, but it will be through education, not legislation. We may have succeeded somewhat in flattening out the business curve, but we will still find it has its peaks and valleys.

In our country today are two great forces fighting for control. One earnestly suggests caution. The other urges that we "let 'er go." The first force depends on the profits of production; the second lives on speculation. Number one praises a policy of hand-to-mouth buying. Number two says, "Let's have an old-fashioned boom. We are the richest nation on earth and there's millions to be made. Build up inventories, pack the warehouses and load the shelves. Stocks will soar. Why be content with six dollar dividends when you can make sixty point profits?"

The conservatives have held the reins recently, and 1927 starts with this element still in the saddle. If they continue to exercise a a guiding hand, the country can carry through necessary readjustments without causing much distress to business. But no one should be deceived into believing that industry has a clear road ahead with no obstacles to surmount. Presidents of great corporations and leaders in all lines of activity are predicting another year of record production. The Harvard Economic Service says, "Indeed—so far as one can now see—a rapid tightening of money rates, such as would cause a major decline in either security or commodity markets, is improbable during the whole of next year." It is conservative to say that ninety per cent of our big men, including those of influence in the banking field, are now optimistic. Precisely this kind of a condition has existed many times in the past just prior to a business slump.

And from this I do not want anyone to infer that I am heralding a coming depression. My idea is that the only way we can perpetuate prosperity, as the situation stands today, is to keep stressing the importance of exercising caution. We are lost the moment we come to believe that no dangers threaten. There are many things we cannot control or stabilize.

Agricultural prices are entirely out of line with industrial prices. There is more than a normal seasonal reduction of output in the automobile industry. Building construction continues to slow down, and very little improvement is being evidenced in the textile business. We are not near the end of the decline in commodity prices. Any attempt to effect a downward revision of wage rates will bring us innumerable strikes. Even a slight reduction in the incomes of people would quickly disclose the serious side of the current practice of installment selling. Mr. Ford may stage a contest for the markets that powerful automobile interests are now seeking to control.

We have an opportunity to climb slowly and surely to the highest plane of living that civilization has ever reached. But we will not get there by entirely disregarding the danger signals that demand that we proceed with caution.



The Surprise Attack

STONEWALL JACKSON won many an engagement over armies much larger than his own—with the surprise attack. Taken unaware, the bigger army was first confused, then panic stricken, then routed.

More than one maker of women's shoes has seen his business move into other hands because he had eyes that saw not. He clung to the idea of generations that shoes for women were merely footcovering and nothing else. He was not prepared for the surprise attack of manufacturers who saw that women's shoes are like millinery, that women want to buy not leather alone, but design, color, style. He was routed.

Nation's Business, a monthly magazine for business men, is the interpreter of this New Control. It warns of surprise attacks. It helps 250,000 business men look ahead.

NATION'S BUSINESS

MERLE THORPE, *Editor*

Published Monthly at Washington by the Chamber of Commerce of the U. S.

1926 Building Passes Record Year of 1925

Figures For First 11 Months $1,539,000 In Excess of Same Period Last Year

Building activities in Birmingham for the past eleven months of 1926 were $1,539,247 in advance of the same period of 1925.—November figures this year were $567,171 ahead of November last year.

October this year was in excess of the same month in 1925 over $475,000. Birmingham was one of the sixteen cites shown in the monthly report of F. W. Dodge Corporation for October where construction projects contracted for was in excess of $2,000,000 and whose increase over October 1925 was 20 per cent or more.

$20,000,000 Development Program For 1927. New Plants—Factory Extensions—Municipal Work

FAIRFIELD STEEL MILLS INCREASING OUTPUT

The Tennessee Coal, Iron & Railroad Company started fires December 1 in three of the four open hearth furnaces at the Fairfield Steel Mills, on which work was begun the first of the year, and the fourth furnace will be fired January 1, 1927.

This makes seven open hearth furnaces at this mill in operation and eight in all will be firing by January 1.

This addition of four ovens to the mill is a part of the $10,000,000 building program announced last December. Today activity seems to be the program for some time to come, full time with full working force.

As Birmingham is not dependent upon cotton for her prosperity there has been no appreciable depression felt here—industrial activities, new buildings both in factory extensions, apartments, new hotels, office buildings, and new homes attest the prosperity in the Birmingham District.

Choose Your Market Where Active Business Conditions Lower Sales Resistance.
Industrial Weekly Payroll Over $4,300,000

NET PAID CIRCULATION NOW IN EXCESS OF

DAILY	SUNDAY
81,000	97,000

The Birmingham News

The South's Greatest Newspaper

NATIONAL REPRESENTATIVES
KELLY-SMITH CO.
New York Chicago Boston Philadelphia
J. C. HARRIS, JR., Atlanta

Now— in Memphis!

2 great newspapers in 1

THERE'S a whale of an evening paper in Memphis now—two great newspapers in one—a consolidation—that of The News Scimitar and The Memphis Press on November 16th, 1926.

Now you can cover Memphis and the Memphis territory with one paper at one low rate. Concentrated **evening** circulation **—more city** circulation, **more suburban** circulation than ever before attained by any Memphis newspaper.

A family newspaper that appeals to **all** the family. A **newspaper** with four U. P. wires. Greatest features. Greatest sport pages. Complete market reports. A truly great advertising medium, because a truly great newspaper—one of the great newspapers of the advancing South.

—of Particular Interest To Space Buyers!

Previous to the consolidation of The Press and The Scimitar you had to use two evening papers to cover this rich Memphis territory. On a 10,000 line basis they cost you 25 cents per line. Today you can reach the same people, in a greater newspaper, at the low line rate of .... **18c FLAT**

Your "best buy" in Memphis is

The Press-Scimitar

A Scripps-Howard Newspaper

MEMPHIS, TENN.

National Representatives: Allied Newspapers, Inc., 250 Park Ave., New York

Chicago Cleveland Detroit San Francisco Seattle Los Angeles

POWER

Devoted to the Power Problems of All Industries

Fred R. Low

Editor in Chief. Past President A.S.M.E., Past Member American Engineering Council, Chairman A.S.M.E., Boiler Code Committee, Chairman A.S.M.E. Power Test Code Committee, Author of several Engineering works, Member Nat. Assoc. Stationary Engineers—an outstanding figure in the industry. Editor of POWER for 37 years.

A. D. Blake

Associate Editor of POWER for 15 years. Graduate Mechanical Engineer, 3 years power plant construction experience—Member A.S.M.E., N.A.S.E., Member A.S.M.E., Sub-committee on Industrial Power.

C. H. Berry

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F. L. Beers

Copy Editor. Member of POWER Staff for 25 years to whose hands all copy must go for final check and approval.

These Men Make POWER

Published at 10th Ave. and 36th St., New York

A.B.P. A.B.C.

Feb. 8, 1927

is the date of the issue which will represent Power and its advertisers at

the Chicago Power Show

—advise us early please what space to reserve for you.



APPRECIATION

Approaching our first New Year, we of Gotham gratefully extend our appreciation and thanks to those whose encouraging goodwill and generous recognition of work well done have made our success a certainty from the day of our opening, five months ago.

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Business Is Good In Buffalo

Due to its diversified industries and the consequent steady employment Buffalo is having a satisfactory year in practically all lines. The Buffalo Evening News is actively participating in Buffalo's business growth.

In the first eleven months of 1926 the Buffalo Evening News carried

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Of Paid Advertising

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The net paid circulation of the Buffalo Evening News for November was

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Cover the Buffalo Market with the

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EVERY smart space buyer knows that Rotogravure with 1,400,000 plus circulation, at

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is a bargain counter buy! If you want a year of Rotogravure advertising at the usual black-and-white space cost in the most read section of the Sunday newspaper with the largest circulation in America—*send in that contract now!*

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New York's Picture Newspaper

Tribune Tower, Chicago 25 PARK PLACE, NEW YORK

Looking *back* on 1927

(twelve months from now)

Fine.....some progress.....cleaned up.....tough sledding.....our best year.....poor.....charge it off to experience.....paid eleven cents on the dollar.....if we had it to do over.....just held our own.....



As sure as the sun's rising itself, certain sales and advertising programs are going to succeed in 1927. And, just as surely, certain others are going to fail entirely or fall short of their full possibilities.

Intensive selling to the *consumer* as well as to the trade will call for more and better sales literature, brochures, catalogs, leaflets and broadsides.

No job of printing you have done is too small, or too large, to deserve the splendid, impressive foundation a Cantine coated paper can give it.

Specialization since 1888 in the one art of paper coating has made possible the remarkable uniformity of Cantine printing surfaces. If your next piece of sales matter contains sharply detailed halftone work, specify Ashokan for it. If the richness of soft-focus reproduction is desired, use Velvetone. For the most difficult of printing and folding jobs, Canfold will prove its merit—eloquently!

More impressive papers for more impressive printing.....you'll need it *this* year.....Cantine's coated papers.

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Cantine's COATED PAPERS

CANFOLD	ASHOKAN	ESOPUS	VELVETONE	LITHO C.1 S
SUPREME FOLDING AND PRINTING QUALITY	NO. 1 ENAMEL BOOK	REGULAR NO. 2 ENAMEL BOOK	SEMI-DULL - Easy to Print	COATED ONE SIDE

Reading matter seeks its own level

IF you would know *what kind* of people read a magazine, examine the reading matter it contains.

¶ For reading matter seeks and finds it own level—both in *number* and *kind* of readers.

¶ It is possible, by fast pouring, to fill a barrel to the top, even when the bung is open. But let it stand, and the excess drains off steadily until the water is level with the bung.

¶ It is possible, by widespread and forceful circulation effort, by catching the attention of different groups of people through novelty and variety, to drag in temporarily an excess of readers. But any established periodical which is developing at a normal pace will have as the vast majority of its readers only those whose interests and intellectual capacity are level with the standards of its reading contents.

¶ Whether men and women subscribe to The Literary Digest as a result of advertisements in newspapers, or in response to a letter mailed directly to them by The Digest, in sending in their subscription they demonstrate their responsiveness to the printed word.

¶ The Digest has for thirty-six years followed the same plan of circulation promotion. It employs no direct representatives. It spends $1,000,000 a year for advertisements in newspapers. It send circulars several times a year to every residence telephone subscriber and to other large lists—often mailing 20,000,000 circulars at one time.

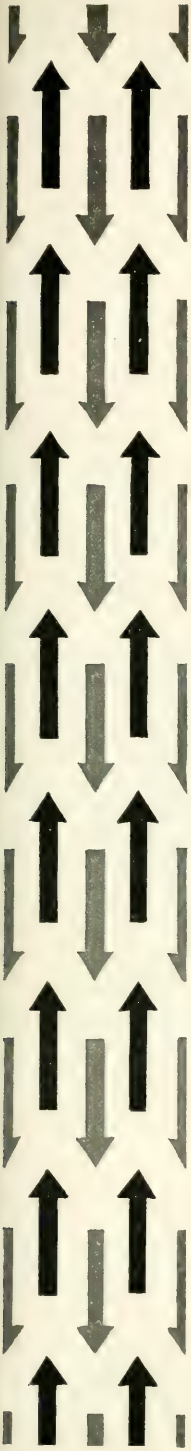
¶ The Digest has thus drawn unto itself 1,400,000 families in the United States who know that they want the kind of paper that they know The Digest to be. There can be no misconception in their minds. They take The Digest because they need it.

¶ They need it because of their active interest in world affairs. From the intrigues of diplomacy to the news of the sporting world, through every activity in science, exploration, art, religion, humor and politics, The Digest reports the intelligent opinion of the world press, opinion of both sides, gathered from more than 5,000 newspapers and periodicals. There can be no excuse for reading it save the keen desire to keep abreast of the times—the moral obligation to be well-informed.

¶ As the 4,751,987 readers in 1,400,000 families in every city and in every hamlet quietly turn the pages of The Digest, they demonstrate the truth of the statement that *reading matter seeks and finds its level.*

The Literary Digest

Advertising Offices: NEW YORK . BOSTON . DETROIT . CLEVELAND . CHICAGO



THE TWO-WAY FLOW of BUSINESS CURRENTS

Dividends of any company are not paid in commodities made by that company. They are paid in dollars that can come from only one place—the pocket of the consumer. He opens his pocket and pays his dollars for only one conceivable reason—he has made up his mind that he would rather have the service of these certain commodities than the continued possession of his money.

That is all a very obvious way of stating the transaction of buying and selling. But when it is put that way it helps to make clear a point that is sometimes forgotten: a business is really made up of two currents, or streams, flowing in opposite directions. The first is a stream of products flowing out from the factory through distributors to users. The second is a current of users' dollars flowing back to the company with which to pay its operating costs, material bills, and dividends.

The speed at which these currents flow, and their volume, determine the success of a business. The question of the rate of these two currents and their volume is not decided, however, by the company (although it can do a great deal to help decide it) and it cannot be decided by any of the factors who distribute the goods. After everything else has been said the fellow that really counts is the man out of whose pocket the ultimate dollar comes. If you can cause him and millions more like him to make up his mind for a product, good business results. This again is just another way of saying that the central problem of the sales job is to get the consumer to make up his mind.

CALKINS & HOLDEN, INC.
247 Park Avenue, New York



"An attractive French banquette is used here in happy contrast to an early American desk."—From January Delineator

The Quest *of the* Perfect Interior

It is amazing how many hundreds of thousands of American women are now embarking upon that quest.

Delineator Interiors is planned to help them on their way. In the January Delineator there are four pages devoted to harmonious backgrounds and skillful arrangements.

And for future editorial use, Delineator Interiors has almost completed its own model small house on the 15th floor of the Butterick Building. [*Manufacturers who are interested are cordially invited to call and see it.*]

All part of Delineator's constant purpose, you'll note—

to further
the Art of Gracious Living

Delineator

Established 1868

THE BUTTERICK PUBLISHING COMPANY

S. R. LATSHAW, *President*

Advertising & Selling

VOLUME EIGHT—NUMBER FIVE

December 29, 1926

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© Ewing Galloway

AT a moment when our country is the most prosperous in the world it is up to us to see that our luck does not befuddle our senses. There is always a day after. With our factories expanding, with machinery growing more efficient, we are making our production ever larger. What will become of it? Who will consume it? As machinery is developed less men are needed to run it, and less men issue forth from the factory gates with payroll in hand to purchase what they have produced. Can our days of plenty continue unless we cut out waste and non-essentials, develop "natural" markets, and see that employees have not only the means but also the time and inclination to become the necessary consumers of our produce? The problem is not an academic one. In "Now for NEXT Christmas," Kenneth M. Goode carefully considers the possible solutions.

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Telephone: Caledonia 9770

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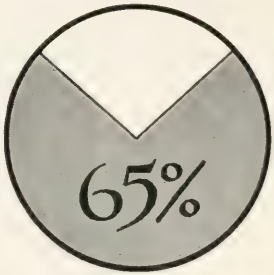
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405 Swetland Bldg.; Superior 1817

LONDON:
66 and 67 Shoe Lane, E. C. 4
Telephone Holborn 1900

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Originating accounts

Of our total business, 65% is with clients who have used our service from the very start of their advertising activities.

Some of these are old clients now; some are more recent connections. But old or new, we take pride in this record.

THE H. K. McCANN COMPANY
Advertising

NEW YORK CLEVELAND SAN FRANCISCO DENVER
CHICAGO LOS ANGELES MONTREAL TORONTO

DECEMBER 29, 1926

Advertising & Selling

FREDERICK C. KENDALL, *Editor*

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Now for NEXT Christmas

What Are We Going to Do with All Our Production in 1927?

By Kenneth M. Goode

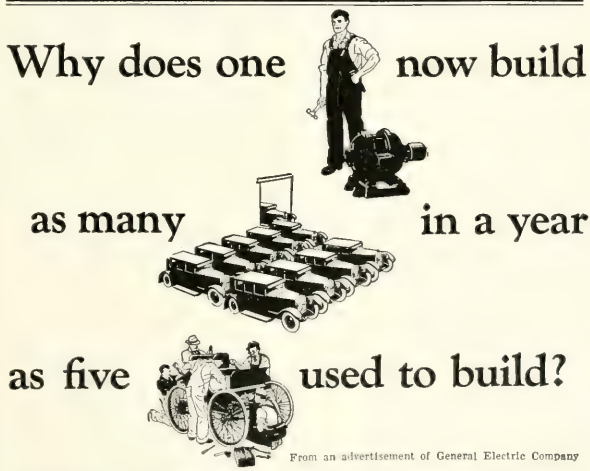
"IT'S only a week from Christmas to New Year's," runs the old Russian proverb, "but it's a *year* from New Year's to Christmas!" Nineteen hundred twenty-six is tucked safely between the covers of history. Its bulging Christmas stocking, silken sleek, glints highlights over December's golden embers. Now for 1927!

To win a championship in any sport is easier than to keep it. To get rich is easier than to stay rich. That is why some of our keenest business men are far from comfortable, as we sit luxuriously digesting the most prosperous Christmas known in the history of any nation.

Here, on one hand, is ample money. The United States today holds two-thirds of the world's gold. Skillful handling releases vast sums formerly tied up in raw material. Better railroading releases millions of capital formerly tied up in transit. Intelligent buying releases huge funds formerly tied up in slow merchandise. Life insurance premiums on 100,000,000 policies are being reinvested. Installment selling adds six or eight billion dollars to personal credit, while the perfected Federal Reserve offers unlimited resources for commercial credit. On top of all this, Europe pours in an extra $200,000,000 every year.

Here, too, is ample spending. We live more than prosperously. The whole nation lives prodigally. Anybody can buy anything. For a tea set or a taxicab, a $5 book or a $50,000 house, only a nominal cash payment and a reasonable reputation is required.

Nevertheless, on the other hand, here are too many goods.* Factories have grown far



From an advertisement of General Electric Company

MACHINERY can make those four extra cars. It can run them. But it cannot drive them. Neither can machinery consume its other products. The world's greatest money inflation we find overwhelmed by a greater goods inflation. Factories have outgrown population. Where will the output go?

*"The cumulation of these forces," says Herbert Hoover, "has increased our national efficiency to a degree which I hesitate to express statistically lest we appear to exaggerate. But I might observe that, by and large, while we have increased our population 17 or 18 per cent in a dozen years, we have swelled productivity of the nation by something like 30 or 35 per cent. Our farmers produce 13 per cent more, with the same number of farms as 12 years ago; our railways carry 22 per cent more traffic with about the same number of men. We have tamed the kilowatt to be the friend of man. We have now domesticated some 68,000,000,000 kilowatt hours annually where we used 23,000,000,000 kilowatt hours 12 years ago. They increase output and decrease sweat. Even such old industries as flour milling and boot and shoe manufacturing have advanced handsomely, while newer industries, such as the automobile and rubber, have gained more than 300 per cent."—From *The Magazine of Wall Street*, December 18, 1926.

faster than population. Machinery has grown even faster. Too much production is already running on the ragged edge. Worse yet, mighty mountains of potential production are piling up in the background.

The world's greatest money inflation we find overwhelmed by an even greater goods inflation. So prices continue downward. The best gift this Christmas brings is, perhaps, the fact that our present prosperity is based, not on bidding prices up, but on allowing them their normal course.

Six years ago it took $2.28 to buy what $1 would buy in 1913. Today it takes only $1.48. In another six years our dollar may work back to its prewar par. For, barring catastrophes, temporary setbacks and minor variations, prices seem bound to continue their steady slide. In the meantime, however, we still pay nearly twice as much for most things as we did fifteen years ago. This is not because of industrial conditions—it is in spite of them.

Some of us elders can remember when a "hill-horse" used to be hooked on a street car to help the regular team up a particularly steep grade. Today, every American factory worker has four such hill-horses always at his service. Electric motors furnish each man his individual four-horses, indefatigable and ingeniously hitched up, to help on jobs his grandfather had to tackle single handed. J. E. Davidson calculated last May that this electrical power alone does the work of 170,000,000 people. Combined with more brains in the office and less indifference in the shop, it has wrought a miracle. One textile mill, for example, after cutting a payroll of 1150 workers down to 775, reports, nevertheless, a greatly increased production. The United States Department of Labor figures show the automobile output per man up 210 per cent since 1914. Steel's output per man is up about fifty per cent.

Were this new efficiency absent, were our increased output merely the result of increased employment at higher wages, as in the prosperous days of President McKinley, everything would be serene. My extra workmen making rush order radios would be earning more money to buy

[CONTINUED ON PAGE 38]

"See It Big—Keep It Simple"

By F. J. Ross

President, F. J. Ross Company

An industry had asked how it could advertise. Any advertising man could have given a ready answer—he tends, it may be, to give answers too readily. And, no doubt, a ready answer to this industry might have pacified it.

The stiff part of the problem was that the industry presented a variety of outstanding factors, several of them tempting one to pin one's answer to them. Yet the industry had asked for the right answer and wanted it quickly. The reasons were pressing.

After much wrestling with the problem, during which little gain seemed to have been made in crystallizing it, the man in charge of the task wrote some words on a pad and stood them on his desk. The words were these: "See it big—keep it simple." Proposed solutions to the problem were subjected to the test of the little rule on the pad. If the solution did not meet the problem in the large, it was obviously not the one, right solution. If it did, but was complicated in the administering, it still could hardly prove to be the right solution.

In that problem, "See it big—keep it simple," was something like a lighthouse guiding the navigator.

The rule proved so helpful that it became a form of standard practice to apply it to other new problems as they came up. It was offered occasionally in conversation to workers in other advertising problems, and to workers in fields other than advertising, and it frequently won for itself a later acknowledgment of the genuine help it gave.

This advertising agency business in which so many of us are finding not only our living but also our life's work, and finding it with a zest, is so largely a mental business. The new client puts his cards on the table, opens up his whole business to you and asks for the answer to his question: "What do you recommend that I do?" Perhaps his new season is not far away; the salesmen are meeting at a convention next month. What new policies shall he adopt? Where shall he revise his old ones? If one proposes to give a well-thought-out answer, one is purporting to do in a few weeks, or in a month or two, what the client has been wrestling with for years. If, in meeting such tests as these, one is to avoid superficial answers, one must develop thinking methods which embody shortcuts to the center of things, so that the answers may have that quality of soundness which reveals true diagnosis and serene judgment.

Each new task that confronts the advertising counsel seems like a mountain. The very thought of tackling it often brings a temporary wave of exhaustion. Lawyers must feel this when preparing a baffling case. Doctors must feel it. Statesmen not only feel it but break down under it.

This little sentence: "See it big—keep it simple," which has had only a small amount of private circulation, has given a lift to quite a number of men who have applied it in their day's work. It enables one quickly to reject tempting lines of thought that are off the main line; it becomes a shortcut in getting on the main line. It is a gauge. It keeps the tracks we are laying in alignment.



© Brown Bros.

The Architect Says O. K.

Seven "Morals" Which Will Improve the Chances of Your Product's Acceptance

By Norman Krichbaum

THERE are in this country some 15,000 individual architects, located in something over 8000 architectural offices.

Since these gentlemen of the triangle and the thumbtack control the selection of materials and equipment in a substantial percentage of new buildings of all classes, and in the vast majority of buildings which represent high expenditure, the problem of converting the architect to the use of any advertiser's product deserves, perhaps, a little more selective study than it receives.

And, indeed, aside from the mere question of the volume of business which he controls or deeply influences, the peculiar characteristics of the architect himself, as an advertising target, can still be perenially and profitably emphasized.

In the face of the architect's strategic position as the dark-horse arbiter of sales figures for countless producers of building necessities, very few classes of "technical" advertising are so crudely shaped toward their logical ends as that which reaches (perhaps I had rather say "falls short of") the typical American architect. Far too many concerns are still aiming at the architect with stuff which is calculated neither in its physical makeup nor in its selling psychology to appeal to him or to convince him.

Did you ever consider that possibly one reason why the architect is often considered weatherstripped against any gales of advertising may be that most advertising is so poorly designed to meet his scheme of things?

Let us first take the psychological side of "selling" the architect through paper and ink. It is a widely accepted, though little pondered fact, that the average successful, or even worth-while, architect receives so much printed matter that he has to sweep it down the elevator shaft in order to avoid spending half his income for waste baskets. The obvious corollary of this is that he is a sophisticated person, "advertisingly" speaking. He sees a lot of it. This condition, coupled with the fact that the architect is a man of more than usual education, would imply the necessity for taste, good appearance, avoidance of cheapness in your mail and journal advertising. Don't save pennies on your printing, your paper, your plates. Moral: Send him fewer pieces, and better ones.

THEN, too, keep in mind that your proposition does not reach the architect always at the exact moment when he can apply it in his business. The work "on the boards" may not involve any chance for your product. Your possible sale may be projected into the future. Even broaching the subject of incinerators when his chief concern is the selection of appropriate wrought iron railings may be a disturbing factor distinctly in your disfavor. How shall you hurdle that obstacle—how shall you sell a man door hardware when he is thinking about acoustics? Well, you very likely can't. But you can go a long way toward inducing him to *file* your material away against future need. And the first step toward that is the use of the proper A. I. A. file number on the margin of your printed piece.* Not that that device *insures* his doing it. One recent investigation deduced the fact that the average architect actually does file about five per cent of the mail matter he gets. Let us hope that is not a fact. Nobody knows.

*One of the leading publishers in the architectural field in discussing this point said:

"Our own recommendation is that the file number be placed on all matter which legitimately should find a place in the architect's file because of its helpful and informative nature. However, we just as strongly recommend the omission of this file number on direct literature which is intended solely for the purpose of attracting temporary attention. If the architect's confidence is abused in this matter of the use of the file number it is apt to have at least some unfavorable reaction in his mind.

"In connection with the filing system recommended by the American Institute of Architects their plan reduces the labor of filing to the minimum while retaining classifications which makes reference easy. The use of this filing system has been of slow and natural growth and it is estimated that at the present time between 2500 and 3000 offices are using it.

"In recent conversation with an architect he made the estimate that approximately seventy per cent of all literature coming to his office from manufacturers carried this A. I. A. classification."

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Shall Newspapers Give Cash Discounts to Advertisers?

A Review of Opinions Representing the Three Major Factors Involved and Some Suggestions for Improving the Present Situation

SINCE the Dec. 15 issue of ADVERTISING & SELLING went to press, we have received forty-three additional letters commenting upon the apparently growing tendency on the part of newspapers to discontinue the two per cent cash discount to advertisers. These, together with the ones received and published in the previous issue, bring the total of letters received to fifty-five. On top of these figures it would seem superfluous to remark that the subject under discussion is truly a "live" one in every sense of that term; that this publication has, not inadvertently, brought into the open light of public discussion a trend that threatens (we use the term with a mental question mark) the *status quo* of the entire business of advertising.

It has been no part of our intention to editorialize upon this matter at any length, and we hope that in the summing up which is to follow we shall be able to maintain an eminently fair perspective. This may be rendered somewhat difficult inasmuch as of the fifty-five letters received, the great majority of them expressing strong feeling on the matter, only fourteen come from newspapers, and several of the more outspoken of these writers ask that their names be omitted from the discussion. However, from all this mass of correspondence have emerged several very definite ideas, and the entire situation has resolved itself into very well-defined phases which we shall endeavor to discuss in more or less detail.

Before we commence, we wish to impress upon the minds of our readers one point of paramount importance. This is, that the opinions which go to make up this symposium, if it may be so called, are not the vaporings of small-caliber men nor the half-baked ideas of theorists; they are the well-thought-out opinions of men of the highest standing and greatest integrity in this business of advertising. In short, the contributors to this discussion are well up among the leaders of the advertising world, and what they have to say is balanced by keen insight, forward-looking aggressiveness and a thorough grounding in fundamentals based upon years of experience. A glance at their names, appended to this article, will convince the reader of their caliber, and he may accept our assurances that the names which we were obliged to omit at request of the writers, measure up to the others in every way.

WHICH of the three elements which make up the advertising world will be the most affected in the long run by the elimination of the cash discount is a matter for speculation. The volume of letters received, however, gives a very fair index to the order in which the groups are most directly affected. Here are the figures: Advertising agencies, twenty-four letters received; advertisers, seventeen letters (including official expression from the A. N. A.); newspapers, fourteen letters.

The opinions expressed cover a wide range of views, but these show a marked tendency to localize themselves to the individual groups. That is to say, the letters from members of individual groups, no matter what else may be said, almost invariably stress one particular contention. Thus, the agencies emphasize the cash discount as a means of assuring prompt payment of bills and as an index to their clients' credit standing, while the advertisers are nearly unanimous in hailing the discontinuance of the discount as a left-handed raise in the publishers' space rates.

The attitude of the newspapers, quite naturally, is altogether different. This refers, of course, to those papers which are abolishing the discount, although these are in the minority among our correspondents. About their side of the case would seem to center the entire crux of the situation as involves the matter of proposed adjustment, and as what we have to say on this subject is of the most vital importance we think it wise to lead up to it by stating the cases of the agents and advertisers first.

Stanley Resor, president of the J. Walter Thompson Co., states the agency side of the case tersely in the following extract from his letter: "The cash discount gives the best available check on the credit status of a business. Failure to take advantage of this discount is a clear indication either of financial embarrassment or of a defect of management which may be expected to lead to financial difficulties."

This is a telling point which is touched upon by most of the agency men and many of the manufacturers as well. Too many agents have been caught in the past by the failure of their clients with large bills owing, and others, reading a lesson from the past, see nothing but danger ahead. An advertiser, it is pointed out, will be able to start a campaign well beyond his means and to depend upon the advertising tail to wag the manufacturing dog, while the agent will have no indication of the rough water approaching, because slow payment of bills will be the rule among advertisers generally.

THIS leads up to the second and probably most vital point of the agency contention, i.e., that it will quickly devolve upon the agent to pay the publisher the advertiser's bill, for his own profit is dependent upon the publisher's fifteen per cent commission. He (the agent) as a rule is operating upon limited capital, and he cannot wait indefinitely for his payment. In short, he will eventually be obliged to borrow money himself and to assume all

[CONTINUED ON PAGE 34]

America Takes to the Road

By James M. Campbell

THE happiest years of my business life were spent in the employ of a certain western railroad.

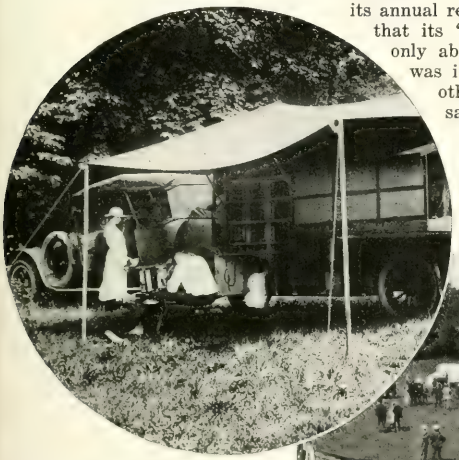
My chief called me "our advertising man"; but I was more than that. I was the eyes, the ears and, to a considerable extent, the voice of that railroad. As such—to see and hear what was going on—I traveled tens of thousands of miles every year; and I wasn't a bit particular what kind of conveyance I traveled in—or on. I rode in engine-cabs; I slept in tourist cars. More than once I sat on the floor of an empty box-car and wondered how the devil it stayed on the rails, so rough was the track. More than once, too, I paid my fare like a gentleman and rode on the crack train of a hated competitor—to see if the service it offered was as good as it was said to be. As a rule, it wasn't. Whereat I was jubilant. Them was the days.

There were no automobiles, then. *None!* Henry Ford hadn't been heard of. He was, I believe, inspecting the gas-meters of Detroit's homes, and we of the railroad world hadn't the faintest glimmering of an idea that, in the course of the next few years, he would perfect a transportation machine which would make more than half the people of the United States relatively independent of us.

Railroad earnings are greater today than ever before, but the percentage of total revenue which comes from the transportation of passengers is smaller, proportionately—and in many cases, actually—than it was five, ten or fifteen years ago. Through travel shows gratifying increases, year after year, but local travel, which used to be the backbone of the passenger departments of the railroads, is only a fraction of what it was. One of the most important of the western railroads, in its annual report for 1925, admitted that its "intra-state" traffic was only about half as large as it was in 1917. And many another railroad is in the same fix. H. F. has done a first-class job. He has done more to reduce the passenger department earnings of the railroad than all the legislatures in the country.

Does all this mean that Americans are not moving about as freely as they did? No! They are traveling more than ever before, but not by rail. They have their own transportation machines and they are using them—using them so generously that, nowadays, most men travel more miles in a month than they used to in a year. The railroad is not the only industry which has been affected. Many of the resort-hotels have been hit, and hit hard. Others have been benefitted. Some trading centers have been helped. Others have been hurt. A tremendously important change in the habits of the American people has occurred; for everybody, or almost everybody, has taken to the road.

You will have a better understanding of what has taken place if you know something of the work of the passenger department of the majority of railroads in pre-automobile days. Let me outline it. There were two "tourist seasons": summer and winter. The western roads—those which served the territory west of Chicago and St. Louis—tried to induce the traveling public to spend the summer in the West. The eastern roads endeavored to get people to go east. The southern roads were in a neutral position; they did not care very much whether people





WITHIN the last few years American restlessness has found a new outlet: the automobile. Thousands of once stable people have taken up a nomadic life. The railroads, losers in this movement, have not coped with the advertising which forms these new gypsies

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went east, west or north, just so they went somewhere. To encourage travel, the railroads offered reduced rates, advertised the resorts in which they were interested, and published handbooks which, really, weren't at all bad. The point I am trying to make is that at that time practically the entire burden of encouraging people to travel rested on the shoulders of the railroads. With the tools they had to work with, they made a fairly good job of it. To use a 1926 phrase, they "sold" the idea of taking an annual vacation to the people of the United States—sold it so thoroughly that the vast majority of the well-to-do packed their trunks in July or August and went somewhere. They did not stay long. Two weeks was about the limit. And they stuck to one place. The hotel they registered at, when they got off the train, was the hotel they stayed at until it was time to start for home. They strolled around for an hour or two every morning and afternoon, played golf (maybe), danced (perhaps), sat in rocking-chairs on the hotel verandah, and in other ways took things easy until the day of their departure for their respective domiciles. From start to finish the whole thing was stereotyped—static, and rather stupid.

Along came the automobile; and the vacation habits of the nation were changed. What follows is intended to give you an idea of the extent to which they have been changed.

Two summers ago, at Hagerstown, Md., I got in conversation with a young couple who were traveling in what the man called a Ford "coop." Their home, they told me, was in Minneapolis. Roughly dressed, uneducated and with very little money, they had started out to see the country. They had no notion where they were headed for or when they would get there. Nor did they care, apparently. As long as they could keep going they were content. They slept in their car and ate at the cheapest restaurants. The man told me that, occasionally, he worked at his trade for two or three days at a time; and he intimated that if "the right thing" came along he might settle down "somewheres." But, to all intents and purposes he and his wife were tramps. En route from San Diego to San Francisco in June, 1921, I "met up with" half a dozen young couples who were doing exactly the same thing.

In the spring of 1924, one of the railroads whose general offices are in St. Paul, used space in a fairly long list of southern newspapers to advertise the resorts of Minnesota. In response to this advertising, they received hundreds of requests for booklets descriptive of the lakes and rivers of Minnesota. What is more, Minnesota's resorts were filled that summer as never before. But inquiry disclosed the sad fact that the people who crowded Minnesota's summer hotels had not come by rail, but in their own automobiles. The advertising which that railroad had

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Lo! The Poor Statistic

By Emil Hofsoos

Director of Research, MacManus, Inc., Detroit

THE one thing in business which most nearly approaches absolute zero is the useless statistic.

Distinction must, of course, be made between statistics which are inherently useless and those which are merely unused. Many a good statistic is born to blush unseen, and to waste its beauty and value in the accumulating dust of office files —not through any real fault of its own, but because no one with vision and proper statistical knowledge comes forward to make use of it. One of the greatest wastes in business today is the accumulation of statistical data which never reaches executives' desks for decision and action. Another is the compilation of statistical data which reaches executives but which, through lack of proper interpretation and analysis, is neither understood nor acted upon.

Practically every business organization today has in its own files statistical data of most vital importance; data which, if properly segregated, analyzed, interpreted and acted upon, can be made the basis of substantially increased efficiency in nearly all departments. Unfortunately, in too many businesses the executives are not statisticians, and the statisticians are not business men.

Many a concern has found in its own prosaic day-to-day records of business transacted a veritable gold mine of useful data. Many more, unfortunately, have left untouched this valuable information which is theirs for the taking.

True, much of the regularly compiled statistical data from the ordinary records of the business is not in the most usable form. They are the common sales records, expense reports, salesmen's daily reports, stock records, shipping records, etc. —many of which are prepared almost entirely for accounting purposes. But such records, since they picture the basic and fundamental transactions of the company, are potentially very important. They need only proper analysis, correlation and interpretation to become vital instruments or tools of management.

Such statistical studies are not made more frequently because so few executives—sales managers in particular—are equipped with sufficient statistical training and knowledge. Without this specialized knowledge they are often unable to see the managerial value of a particular statistical tabulation, and hence neglect the very facts which might help most to bring them success.

Nor is it sufficient to have a statistician do the specialized analytical work—unless the statistician be first of all a practical business man with a background of practical business experience. Too many so-called statisticians are excellent as far as theoretical statistics go, yet lack the fundamental requisite of a business statistician which is a business background. If there must be a choice between a superlative statistician who is without business background, and a practical business man who has only a relatively limited knowledge of statistics, by all means choose the latter.

In no other way can the poor statistic come in for its properly important place in business.

The Newspaper's Dilemma

By Earnest Elmo Calkins

WHEN Lord Leverhulme died the newspapers decided that his obituary was worthy of considerable space, and quite rightly, too. Lord Leverhulme was a picturesque personality with many activities and interests outside his business. He had a knack of securing that kind of free publicity which newspapers accord those who do the unusual and unexpected thing. He built the model village of Port Sunlight for his workmen to live in. He presented Stafford House to the nation as a sort of British Carnavalet Museum. He cut the head out of the portrait Augustus Johns painted of him. He was always good newspaper copy. But in a long account, which in some cases ran to a column, no mention was made of one fact about him that would have identified him instantly to the greater number of Americans—especially housewives—and that was the fact that he was the manufacturer of Sunlight, Lux, Lifebuoy, Rinso, and other humble products used in millions of American and British homes. To do so would be contrary to newspaper ethics. One can imagine with what virtuous satisfaction the copy reader drew his blue pencil through the forbidden words.

A little later the legal gentlemen in charge of Lord Leverhulme's estate decided to send his collections of books, pictures and furniture to this country to be broken up, because auction prices were higher here than in London. The collections were brought over, placed on exhibition at the Anderson Galleries, and the newspapers devoted considerable space to descriptions of the hobbies and interests upon which Lord Leverhulme had spent his money. As a result of the publicity given to these sales the Galleries were thronged for weeks before the auctions, and high prices were realized.

This brings up the legitimate query, why must some articles of sale be confined to paid advertisements, and others be given free publicity? Why should Lord Leverhulme's soaps, sold for profit in this country, be omitted from a news



story where the context demanded them, while his pictures, books and furniture, sold for profit in this country, are given columns of free advertising space? Is it that articles which are advertised in paid space are utterly different in the newspaper mind from those not so advertised? Is it that soaps and sealing waxes come under the head of business, while collections of beds, tables, stools and candlesticks are classified as art? Or is it merely that it is easy for a copy reader to cross out a name and substitute a harmless generality, but difficult for an editor to determine where legitimate news ends and free advertising begins? As the customs inspector said: "Frogs is toads, and toads is insects, which pays duty, but cats is poultry, which comes in free."

A NEWSPAPER is a business conducted for profit. It may have ideals, but so may brick-making. It has only one product that sells at a profit, and that is space. Actually it sells two products—newspapers to readers, and space to advertisers. Originally the real source of profit for a newspaper was its readers. Advertising was a by-product. But as advertising increased in volume and the demands upon the newspapers became greater, the time passed long ago when a newspaper could support itself on subscriptions. Today a copy of a newspaper, whether sold for two, three or five cents, costs more to produce than the sum the reader pays for it. The deficit is made up by advertising, and the profits all come from advertising. This has led to securing circulation primarily for the purpose of selling it to the advertiser, which, of course, has a profound influence on circulation methods, and has induced most newspapers to step outside of their legitimate field of presenting the world's news according to its relative importance, and to add feature after feature solely for the purpose of securing additional circulation—circulation, mind you, which is sold at a loss. Particularly has it led to playing up those aspects of the news in which the public is supposed, rightly or wrongly, to be profoundly interested.

At the moment I write, the columns of the newspapers are still reverberating with echoes of the great prize fight at Philadelphia, a stupendous spectacle from any angle, but especially illuminating as an example of what can be done by liberal advertising. As far as I know, the promoter and chief beneficiary of the fight did not spend one cent for publicity. He was advertised by his loving friends, the newspapers. Nearly 150,000 people paid $2,000,000 for admission, besides additional sums for railroad fares. Some traveled thousands of miles and endured great discomforts to witness from remote seats a spectacle which lasted about half an hour. What made them do it? Interest in the fight accounts for a certain number of them; the rest were sent there by the irresistible influence of the newspaper drives that went on day after day, from the time the arrangements had been concluded until the moment of the fight, and most of these newspapers have already started on their campaign to make the next meet, a few months or even a few years hence, an even bigger spectacle, and still more profitable to Mr. Rickard and his principals. Every metropolitan newspaper kept on duty at the training quarters of the two combatants a corps of reporters, feature

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Portions extracted from an article reprinted with permission from the January number of the *Atlantic Monthly*.





ENGLAND is about to "sell" the Empire. And yet in what must be an idea of horror to the oldsters in the Pall Mall clubs there exist for them a few possible ameliorations. These posters, crammed with the feel of the mist-wrapped North Sea, with the fragrant sunlight of the South Coast are but two of many exhibited recently at the Royal Academy in London. It is understood that the pictures shown were not necessarily complete as advertisements. The lettering is still to be added, and in some cases the design to be altered. Among the artists were: E. McKnight Kauffer, E. A. Cox, G. Spencer Pryse, F. Taylor, and F. C. Herrick

Art versus Advertising

Does "Art" Improve the Pulling Power of an Advertisement?

By E. T. Gundlach

ART, as I understand it, is an expression in one form or another of a man's inner soul. The true artist expresses the feeling that is within him in his own way—you take it as you like.

But the advertising man? He *must* base *all* his work on the closest possible study of the public. He prides himself upon his ability to discover the public's needs, desires and whims, and to cater thereto. Thus advertising becomes, as it were, the very essence of the "art" of pandering. Copy and pictures that are not intentionally meretricious forget the one and only purpose of advertising.

So it is a case of Art *versus* Advertising!

And where are we at when we talk about art—true art—*in* advertising? Are we prostituting art or are we defrauding the advertiser?

Every advertiser of merchandise pays for his space in periodicals and on billboards to sell something.

In other words, *the advertiser is after the reader's money. And every reader knows this;* the child reading a candy ad knows its nickel is wanted by the candy-man. Everybody keeps that purpose in mind; everybody, except the advertising "expert" who has become brain befogged by study of abstract "merchandising plans," of "mass psychology" and of "atmosphere" and "art."

In the reader's mind, Mr. Advertiser—no "connotation" talk, no "atmosphere" bunk, no five thousand dollar oil painting, and no one thousand dollar a day ad stylist can hide the commercial snout. The effort to hide that snout, the scheme to clothe the fat, appetizing goose (worth 50c a pound on my table) with the tail of a useless peacock—can bring but one result: Your prospect forgets, more or less or entirely, your fat goose, while he is enjoying the peacock's tail.

The literary stuff in an ad about a fat goose should be approximately the kind of a talk an intelligent butcher hands out when he is trying to sell a goose—shouldn't it? We might be permitted to use the language of a college educated butcher; but surely it *must* be the language of a butcher trying to sell a goose—what *else* from any common sense point of view could it possibly be?

While talking, the butcher will, no doubt, *point* to the goose, showing its fat sides, its supple bones. He will *not distract* our attention by showing us the tail feathers of a peacock and the latest decorations for a table cloth. No, he is busy showing us the goose. Hence, if he were to make an advertisement, he would probably get the best possible artist to draw a corpse of a fat goose in appetizing fashion. And the artist might possibly add a small outline drawing of a happy family eating a goose. And then a stenographer would listen to the butcher and write some copy telling the public what that butcher had said.

THIS, approximately, is the kind of advertising (if it were conceivable that it were used at all) that an ordinary butcher who knows how to sell geese would order.

But let the butcher go to an advertising expert for advice; and then what may happen? After an elaborate "market survey" during which it was "discovered" that people buy geese to eat, and especially for winter holidays*; the expert may show the butcher a finished literary production about the geese that saved the Roman Capitol, etc., etc., together with the picture of a beautiful maiden attending geese in Holland, etc., etc. And the butcher, the *bourgeois gentilhomme,* who never knew he had talked "prose," pays $100,000 for this "publicity"!

He has bought art—pseudo-literary art and pseudo-pictorial art—prostituted for a pseudo-ad.

I do not deny the very high value of a skillful use of English in addressing a prospective purchaser, more particularly a *mass* of different types of prospective purchasers. *How* you phrase your message is, of course, important. But (aside from the essential fact that *what* you say is incomparably more important than the *how* of saying it) this *how* consists, I dare say, exclusively in the *clearness* of the message; clearness, however, in its broadest rhetorical sense. Such clearness includes force—not the artificial force of Carlyle, but the power of a perfect lucidity of thought, lucidity conveyed, as by a Goethe or an Abraham Lincoln. Clearness also has due regard for repetition, unity of thought and other rhetorical so-called "devices," and particularly for "connotation."

Beyond this, however, literary style is written only to please the advertiser, and not to reach the public. It is written because of the idea that the advertising writer must do something wonderful which has grown up in our alleged profession.

The advertiser's own sales talk will probably require editing, "from the outside view" (to quote a Lord & Thomas argument). But, on the whole, an advertiser who knows why he makes his goods in a certain way, and why people buy them is, for all practical purposes, the best man in the world to state the "what" and to a large degree the "how" of the advertisement.*

I DO not deny but strongly affirm the value of *excellent* illustrations. *They are more important than headlines.* But *how much* an advertiser can afford to pay, depends partly upon the character of the merchandise, and partly upon the amount of circulation he is buying for his art work. It is an arithmetical and not merely a vague psychological question. Glib generalization to the effect that "it always pays to get the best art work" *will not do.*

*Do you call this silly sarcasm? Well—send for and *glance* at the lengthy market investigation report on the sale of cranberries in some Eastern city (Philadelphia, I believe) published last year by the United States Department of Agriculture.

*I have often been amused at my own ad-writing when I have followed this simple process: I let a new advertiser talk, generally at lunch time, without notes or formalities; then I wrote out in condensed form, or possibly in different order of thought, almost exactly what this man had said. When he saw the copy, he liked it—naturally so, because it was his own child even though he didn't recognize it as such.

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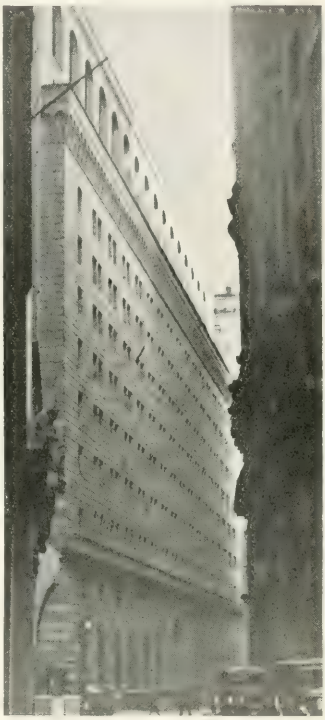
Mistakes You Manufacturers Make in Expanding Markets

An Industrial Banker Warns of Unwise Merchandising Policies

By N. W. H.

MANY people fail to realize that a banker who handles industrial issues must develop, to be successful, a very keen understanding of modern merchandising policy. As a matter of fact, I was recruited from the merchandising field by my firm, solely to provide still better staff judgment on matters of markets, merchandising policy and basic sales health. I have been a salesmanager for several very large national advertisers. My own firm and other bankers discovered that in order to judge between companies whose securities they are thinking of underwriting, it is far from enough merely to know their earning record, their plant and equipment. Many times firms which, judged from older banking standards, are not desirable are, nevertheless, the finest kind of securities when considered from a more fundamental point of view. More than that, there are some "gilt-edge" firms desiring re-financing in order to do things which are unsound from a basic merchandising standpoint.

The tendency I desire to discuss here is that of expanding in order to perform two functions instead of one. For instance, a department store trying to be a manufacturer as well, and a manufacturer trying to go into the chain store field, let us say. I discuss this because an increasing number of manufacturers are restive about their distribution conditions and are considering basic changes. The department store, let us say, is casting about, thinking of manufacturing certain of its goods, spurred on by the example, for instance, of Marshall Field & Co., who does nearly $100,000,000 at retail and several hundred million at wholesale, and also is a very extensive manufacturer. The chain store, as another instance, is lured by the same temptation and desires to manufacture some of the goods it sells. Then there is the manufacturer who is tempted by the very striking successes which have been made in the chain store field and has



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an idea that he should like to have his own outlets for his own goods.

ALL of these, and others besides, come to industrial bankers to get their projects underwritten. As it happens, there is a great deal more capital available for investment than there are sound opportunities in which to invest. Moreover, banking houses are vying with each other to do the underwriting and actually besiege, in salesmanlike fashion, such concerns as are substantially healthy to induce them to re-finance. This makes a particularly delicate situation in judging such projects wisely. It is, perhaps, because of this general condition that the banking field has had such a tremendous influx of new concerns in recent years. It is worth while to stop for a moment to examine it. There was an increase of 25,000 companies in the general finance field in 1924, as contrasted with 1920, and over half of these failed to show a profit. In fact, the finance field in 1924 lost over half a billion dollars in deficits, which was one-half as much deficit as the entire manufacturing field showed. This will give some measure of the hazards of the finance field.

But now to return to the matter of the concerns which desire to step over into another field. Considerable unfortunate experience and developing judgment has shown to those who interest themselves in merchandising policy from the banker's point of view that the homely old truth, urging the shoemaker to stick to his last, is still true. A manufacturer came to see us not long ago, saying that he desired re-financing in order to develop a chain of retail stores as outlets for his factories. He had spent a lot of time working out the details, and he was sure he would make a lot of money.

"Just let us understand you thoroughly," we said to him. "Do you mean that you desire to go into the chain store field as a chain store operator, or do you mean that you desire to be financed in a plan to establish stores in order to keep your factories busy?"

The manufacturer blinked, and for a moment he was unable to reply. He had not thought of the matter in just this fundamental way; in fact, he did not attach much weight to the question. It seemed to him as silly as asking what you should call eggs—six or a half a dozen.

"Well, I suppose," he hesitatingly

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THE · EDITORIAL · PAGE

Furniture for the Future

THE Art Alliance of America has announced a very interesting competition involving $5,000 in prizes offered by S. Karpen & Bros. for designs in living-room furniture. What gives interest to this competition is that its aim is to encourage the creation of types of furniture in line with modern needs rather than with historic formulæ.

America has remade its kitchens and its bathrooms; why should it not now proceed to remake its living rooms and dining rooms and bedrooms to conform to modern needs and possibilities? It may be that this $5,000 will buy for all America some living comfort or convenience that we have never before enjoyed, or perhaps even imagined.

Here is a thought for other industries. They need not necessarily offer prizes, but why don't they start out some morning with a recognition of the fact that their furniture and facilities are built to serve past needs and customs? And let them realize that it is in the present and future that we must live and work, and that perhaps the furniture and facilities need to be redesigned without reference to the past.

Report Consistency

MONTHLY NEWS BULLETIN NO. 21 of the Division of Simplified Practice of the Department of Commerce is an interesting and highly significant document. It is a report of progress—or perhaps we should say of consistency—in connection with simplification.

Briefly, this report develops that in nineteen lines the average adherence to the simplified practice recommendations is seventy-nine per cent.

Expressed another way, an average of approximately four-fifths of last year's production in the lines made by the manufacturers in these nineteen industries stuck to the sizes, dimensions, etc., previously adopted at conferences made up of the manufacturers, distributors and consumers in these lines.

To have adopted such regulations was an important step in increasing production efficiency and reducing production costs; but to have maintained a 79 per cent consistency is far more important. It means that simplification is a practical, workable philosophy, in the first place; and it means that the consumer is being well served with these simplified lines, or else more manufacturers would have broken over in an attempt to cash in on some unsatisfied demand.

Canned Goods Strike a New High

"THE American woman," fumed a critic not long ago, "is no longer a cook, she's a can-opener." There would seem to be something in it, for the American public now has reached the dizzy total of 5,000,000,000 cans a year, or about 185 cans per family per year, or about 3½ cans per week per family.

What of it, if the American woman is a "can-opener"? She isn't eating any less *fresh* vegetables or foods, that's a certainty. What she is doing is to provide her family with fruits and vegetables all the year around, and a more varied diet generally, *via* the tin can. A generation ago few people had fruits and vegetables during the long winter and spring. The advertising campaigns of the pineapple and California fruit growers particularly have changed radically the winter diets of American families, and all for the better.

The rest of the world is eager for American canned goods—refusing in many countries to consider cans from anywhere but America.

The canned goods field has been held back by the narrow vision of many canned goods packers, notably vegetables; and recently an enlightened one of their number very vehemently denounced them for their backwardness. He was right. Where are the pea or tomato or corn advertisers comparable in the slightest degree to the Del Monte or Hawaiian pineapple growers and packers? When they set similar high standards they will develop courage to advertise, for that is the way to set themselves apart from commonplace goods.

Pictures That Lie

THE Federal Trade Commission has issued a desist order against the Lafayette Institute, Inc., of Philadelphia to restrain it from featuring the entire Lafayette Building in Philadelpha in such a way as to convey the impression that it occupies their entire structure, whereas its office is confined to a room.

It is to be hoped that this will serve as a warning to the numerous other one-horse businesses which seek to deceive the public into thinking them something they are not by much this same method.

The "Big Three" in Department Store Sales

THE three divergent tactics in present-day department store strategy are thrown sharply into the foreground when one lists the three leaders in volume of sales among department stores in the United States.

Marshall Field, Chicago, comes first, with a ninety million dollar volume; operated on a three-way policy of combining manufacturing, wholesaling and retailing. Next comes R. H. Macy & Co., New York, with a sixty-six million dollar volume, expected to reach seventy-five million in 1926. It is operated on a cash and cut-price basis. Next is Hudson's, Detroit, which will reach fifty millions in 1926. It is operated on a very high grade basis, only one store-wide sale per year, and resting wholly on general prestige.

There is evidence in this "big three's" differing tactics that the department store is in a state of change. It is said that the department store has seen the peak of its development. The great growth in volume of these stores indicates that various basic policies are being tested, and that the three policies represented by these three stores are demonstrating success by three different paths. The Hudson policy appears to be growing at the most rapid rate; and this coincides with general merchandising opinion, which is against store-wide sales and for greater stress upon the store's general prestige and high standards—when it has any.

Meet the Wife

She Can Be the Power Behind the Advertiser's Throne

By Ralph McKinley



THE seven men selected chairs around the big table and set fire to their cigars. The manufacturer began:

"Gentlemen, I want to compliment you on your work. The advertising you have prepared for next year is very good—excellent, in fact. I have gone over all of it very carefully during this last week and I want to say that it is a bully good job. However, there are a few little changes which I would like for you to make. I think they will improve somewhat the good work you have done.

"As I understand it, you recommend what you call 'wash drawings' for all the illustrations. I'm sure you won't mind if I ask you to change to oil paintings for our pictures. Our product is absolutely the best on the market and I want our pictures to be the best, too. As my wife remarked to me the other day, oil paintings certainly do have quality.

"While we are talking of the art, I might make another little suggestion about this sketch here for the February advertisement. You won't mind, I know, changing the color of this little lady's dress to blue. I would like it a kind of sky blue. You know what I mean. I was noticing the other night how attractive women are in sort of sky blue dresses. You know, it is my wife's favorite color. Come to think of it, I believe I'll ask you to have at least one of the ladies in each of the illustrations in a blue dress. As my wife remarked to me the other day, blue is certainly a lovely color."

"Have another cigar, Mr. Garfinkle."

"Now, then, I have another little suggestion that I am sure you will all agree with. It is about headlines. You know, gentlemen, this is a busy age. There are so many things we all want to do and haven't time for. Now in these ads of ours we have a fine illustration, some good strong copy, a picture of the product and a signature and all, and I am just wondering if you would mind leaving out the headings. You know, when you come right down to it, the picture itself is a sort of headline to catch the eye, and besides a big headline detracts from our logotype. (I'll tell you something about the logotype in a minute.) Most all ads have headlines. Why not make ours a little different? I am sure you won't mind if I ask you to leave out the headlines. I think the ads are even stronger without them. You sort of make them read the copy to find out what it's about. As my wife said to me the other day, people don't read headlines much any more."

"Have another cigar, Mr. Garfinkle."

"ANOTHER thing I wanted to speak about is the size of our logotype. You know, ha, ha, I'm pretty proud of that name. It's a good old name, if I do say so myself. Now, in all the ads you have placed it in the center of the space at the bottom with a lot of white space all around it. I would like to see it a little bigger. In fact, if you don't mind, I'd like to see it clear across the bottom of the page. I'm sure you will agree with me that it will be much more prominent that way. Suppose we consider that settled. As my wife said to me the other night, one of these pages cost a lot of money and you might just as well have your name good and big so everybody can see it easily."

"Won't you have another cigar, Mr. Garfinkle?"

"Now, gentlemen, just one more thing and I'm through. I want to ask your honest opinion of *The Monday Morning Gazette*. Did it ever occur to you how thick a magazine this is? Here is an issue of 240 pages that I brought along to show you. Think of it, gentlemen, there are more than 100 advertisers in this one issue. Now I ask you, what chance has one advertiser got with all these others? Certainly, he hasn't more than one in a hundred. You know, I think I am going to ask you to change over to a magazine that is not so crowded. There's *Fraternity*, for instance. That's a good magazine. I read it myself. I think, if you don't mind, we'll just change from the *Gazette* to *Fraternity*. If there is any difference in rates and we have some money left over, why we'll add it to the newspaper campaign. I wouldn't want you gentlemen to lose any billing, ha, ha. So we'll just make the change from the *Gazette* to *Fraternity*. It isn't nearly so crowded, and, as my wife said to me the other day, you know *Fraternity* is a magazine that has some real pep and snap to it.

"Oh, yes, one more little thing that I almost forgot."

"Do have another cigar, Mr. Garfinkle."

"Yes, just one more thing I wanted to mention and that is coupons. Now, I notice that you have made no arrangements for putting a coupon in our ads. Gentlemen, I think we ought to have a coupon. I feel strongly about this, I do. In fact, I'm afraid I'll have to insist on a coupon. You know, we have a lot of those 'May Time' booklets left over and I think we ought to use a coupon and send them out. Just as well use them, since we have them. At least, that's my opinion. Suppose we just slip in an offer and a coupon right in here somewhere between the copy and the logotype. That won't

[CONTINUED ON PAGE 65]

BRUCE BARTON ROY S. DURSTINE ALEX F. OSBORN

Barton, Durstine & Osborn

INCORPORATED

AN advertising agency of about two hundred people among whom are these account executives and department heads

Mary L. Alexander
Joseph Alger
John D. Anderson
Kenneth Andrews
J. A. Archbald, jr.
R. P. Bagg
W. R. Baker, jr.
F. T. Baldwin
Bruce Barton
Robert Barton
Carl Burger
H. G. Canda
A. D. Chiquoine, jr.
Margaret Crane
Thoreau Cronyn
J. Davis Danforth
Webster David
C. L. Davis
Rowland Davis
Ernest Donohue
B. C. Duffy
Roy S. Durstine
Harriet Elias
George O. Everett
G. G. Flory
K. D. Frankenstein
R. C. Gellert
B. E. Giffen
Geo. F. Gouge
Louis F. Grant
Gilson Gray
E. Dorothy Greig
Girard Hammond
Mabel P. Hanford
Chester E. Haring
F. W. Hatch
Boynton Hayward
Roland Hintermeister
P. M. Hollister
F. G. Hubbard
Matthew Hufnagel
Gustave E. Hult
S. P. Irvin
Charles D. Kaiser
R. N. King
D. P. Kingston
Wm. C. Magee
Carolyn T. March
Elmer Mason
Frank J. McCullough
Frank W. McGuirk
Allyn B. McIntire
Walter G. Miller
Alex F. Osborn
Leslie S. Pearl
T. Arnold Rau
Paul J. Senft
Irene Smith
J. Burton Stevens
William M. Strong
A. A. Trenchard
Charles Wadsworth
D. B. Wheeler
George W. Winter
C. S. Woolley
J. H. Wright

BBD

NEW YORK
383 MADISON AVENUE

BOSTON
30 NEWBURY STREET

BUFFALO
220 DELAWARE AVENUE

Member American Association of Advertising Agencies
Member Audit Bureau of Circulations
Member National Outdoor Advertising Bureau

Feiker Succeeds Neal as A. B. P. Executive

A DEVELOPMENT which promises to be of far-reaching importance in the business paper field has its inception in the recently announced resignation of Jesse H. Neal as executive secretary of the Associated Business Papers, Inc., effective Jan. 1. The same bulletin which bears this news contains the announcement of the appointment of Fred M. Feiker as managing director of the Association. This is a new office specially created for Mr. Feiker and will include many of the functions formerly performed by the executive secretary, together with a widened sphere of activity, the scope of which will be announced later. Mr. Harris, who has served for some time as Mr. Neal's assistant, will continue at his post to handle routine matters and take over certain of the duties of his former chief.



Jesse H. Neal



© Underwood & Underwood

Fred M. Feiker

Mr. Feiker comes to the A. B. P. with a variegated and impressive record of achievement behind him. Upon graduation from Worcester Polytechnic Institute as an electrical engineer in 1904, he became a "technical journalist" in the employ of the General Electric Co., Schenectady, N. Y. His experience here convinced him of the need for a comprehensive industrial publication which would reach no one particular industry, but would deal with the matters of concern to executives of all industries. The pursuit of this idea brought him into the employ of the A. W. Shaw Co. of Chicago, where he saw established the magazine *Factory*, which he served as technical editor, later being appointed chairman of the editorial board for both *System* and *Factory*.

He was influential in the organization of the Harvard Business School, and later went with the McGraw-Hill Co., where he served in an editorial capacity on *Electrical World* and *Electrical Merchandising*. Here again his sphere of activity was widened, and he soon became editorial director for the entire organization.

IN 1921 Herbert Hoover called him to the Government service as assistant to the Secretary of Commerce, where he accomplished much distinguished and constructive work. This included the establishment of the Division of Simplified Practice in the Bureau of Standards, the revamping of the Bureau of Foreign and Domestic Commerce, the establishment of the publication *Commerce Reports*, and considerable constructive work for the Bureau of Census. It was during this period that he arranged the monthly meetings with Mr. Hoover of the National Conference of Business Paper Editors, in the interests of coordinating diverse industries, educational institutions and the press in their relationships with the Government.

Completing this work in 1923, Mr. Feiker became operating vice-president of The Society for Electrical Development, where his work has been of the highest character. It is this position which he leaves to take up his work with the Associated Business Papers.

Jesse H. Neal, the retiring executive secretary, leaves behind him an impressive record of fruitful effort and hard-earned accomplishment. The ten years and five months which have seen his incumbency have been marked by a steady, healthy growth of his association and the widening of its activities. When he undertook his task in 1916, the A. B. P. was a fragmentary idea. As its first executive officer, Mr. Neal was obliged to take this idea and nurture it, until it has flowered into the far-reaching, powerful organization of today.

Like his successor, Jesse Neal brought to his post a colorful and diversified experience, although in his case it tended more toward the advertising and publishing side than toward editorial work. Various activities in different cities led him into an active part in the Associated Advertising Clubs of the World, where he has done more than his share over a period of years for the furthering of world-wide commercial understanding. Advertising men probably know him best as chairman of the transportation committee which took the American delegates to the London Convention of the Associated Clubs in 1924, and as the leader of the delegations that went out from London to Glasgow and Paris, at which last place the French Government decorated him with the Legion of Honor. In addition, he was secretary-treasurer of the A. A. C. of W. for four years, and has been a director of the New York Advertising Club and the Technical Publicity Association.

Mr. Neal has made no announcement of his future plans. On Jan. 26 he will sail for a Mediterranean cruise, accompanied by Mrs. Neal, probably to return in April, at which time he expects to have formulated a new plan of action.



Steam Railway Industry Has Prosperous Year

THERE has never been a time when prosperity in the railway industry was so well defined—high earnings, record traffic and an industrial situation which gives every indication of the continuation of prosperity.

In reaching this important market effectively the five departmental railway publications that comprise the *Railway Service Unit* can aid you materially. They select the railway men you want to reach—for each publication is devoted exclusively to the interests of one of the five branches of railway service. Our Research Department will gladly cooperate with you in determining your railway market and the particular railway officers who specify and influence the purchases of your products.

Simmons-Boardman Publishing Company
"The House of Transportation"
30 Church Street New York, N. Y.
608 So. Dearborn St., Chicago 6007 Euclid Avenue, Cleveland
Mandeville, La. San Francisco Washington, D. C. London

The Railway Service Unit

Five Departmental Publications serving each of the departments in the railway industry individually, effectively, and without waste

A.B.C. A.B.P.

Shall Newspapers Give Cash Discount to Advertisers?

[CONTINUED FROM PAGE 22]

manner of obligations in order to pay his client's bills that he himself may continue to exist.

Ernest I. Mitchell, president of the Mitchell-Faust Advertising Co., Chicago, has the matter in a nutshell: "With the cash discount removed the agency business would change from one of a professional nature to one of a more capitalistic or commercial business."

"ABOLITION of the cash discount," says Carl P. Johnson, president of Johnson, Read & Co., also of Chicago, "would necessitate the employment of a very large amount of new capital in agency operation. In other words, agencies would be forced into the banking business, which is entirely foreign to their experience and certainly outside their logical field of effort."

B. E. Chappelow, president of the Chappelow Advertising Co., St. Louis, estimates this increased capital necessary as roughly three or four times what is now required. "Such an increase," he continues, "would require an additional earning opportunity for the agents which the present fifteen per cent differential would not take care of."

This supposition of slower payment of advertising bills, with its nearly fatal effect upon the agencies, is shared quite generally. Naturally, its deadly effects, if such they would be, would be felt first by the smaller agencies, many of which would most certainly go under. But under the existing system, no agency, no matter how powerful, is prepared to meet such an emergency as this would appear to be. The very nature of their service precludes it from the beginning. As Mr. Mitchell so aptly puts it, the quasi-professional status would be entirely lost by the necessity for financing slow-paying accounts. Indeed, it would not be greatly stretching a simile to liken the threatened condition to one where the doctor is expected to pay his patient's hospital bills pending the latter's leisure.

That this slow payment by advertisers would inevitably result from the abolishment of the discount is stoutly maintained by the agency men. Mr. Johnson cites business precedent in other lines where this result has closely followed the institution of "net" billings; lines in which, of course, there was no third party left holding the bag, as would be the case with the advertising agency. It is further pointed out that the entire training of persons in accounting and credit departments of concerns, large and small, stresses the desirability of paying promptly only those bills which have a discount and of holding on to all other money from which no such benefit accrues, as long as practicable. Thus, should the discount be abandoned by publishers generally, it would follow that the last bill paid by the manufacturer would be his advertising bill.

That this condition is not common to small companies or companies which are weak financially, is attested to by Charles W. Hoyt, president of the agency which bears his name. "It is a fact," he declares, "that the large firms whose expenditures mount into many thousands of dollars per month are the very ones who, under the training and precedence within the minds of office people, do pass these bills up while the agent pays the bill to the publishers."

K. L. Hamman, president of three affiliated agencies on the West Coast, deals tersely with this phase of the subject in one bald statement: "No manufacturer, no matter how large or how great his cash reserve, pays his non-discount invoices until the items are past due."

Frank Presbrey, president of the Frank Presbrey Co., New York, declares that, while it is of minor importance what the publisher does with his local accounts with regard to the cash discount, in the case of advertising placed by a third party, he should "give all agents the benefit of the cash discount and refuse to do business with men who refused to take advantage of it."

HERE are a few random comments on the situation, showing which way the wind seems to be blowing, and bringing out the fact that, in the long run, the publisher is going to suffer as well as the agent:

"Perhaps the publishers, at the start, would be able to force agencies to pay on specified dates, even though their advertisers did not pay the agencies. But eventually these arbitrary dates would break down and agency payments to publishers would simply reflect advertisers' payments to the agencies. . . . Over a period of time the average payment dates would become later and later."—B. E. Chappelow, president, Chappelow Advertising Co.

"The fact that the agency neglects to press collections will eventually mean that publishers will likewise wait for their money, and it will mean that publishers will have an increased collection expense which will undoubtedly offset the savings made on cash discounts."—K. L. Hamman.

"Agencies cannot afford to wait sixty days for their money, and neither can the publishers."—John B. Bissell, president, Bissell & Land, Inc.

A FEW extracts which indicate that friction is being generated:

"The effort to abandon the cash discount is not conducted with foresight. It seems to me a pure piece of opportunism."—F. J. Ross, president, F. J. Ross Co., Inc.

"I have learned to have much faith in the belief that any change in standard practices is attended by more or less danger, if all parties affected by the changes are not benefited. Here it is obvious that the advertiser does not benefit. . . . In no way can I see a benefit to the advertising agency."—David G. Evans, president, Evans, Kip & Hackett, Inc.

"There is always some ingenue trying to stick a monkey wrench into any well-regulated machinery, but I think of no one piece of the great machine of advertising which would so quickly wreck the whole industry as the loss of this little nut known as the cash discount."—Mac Martin, president, Mac Martin Advertising Agency.

Two interesting letters deal with the matter from the historical point of view and aim to justify the cash discount for what it has already accomplished. Mac Martin describes its origin back in the dark ages of advertising and tells of how it became a recognized part of the advertising business simply because it oiled the wheels of progress and kept money on the move. Allen Collier, president of Proctor & Collier Company, Cincinnati, describes the situation in the middle eighteen nineties when a large agency in Boston failed with a loss of a million and a half dollars, bringing home to all concerned the huge credit risk under which the agencies of that time were laboring.

Now comes up for discussion another phase of the agency situation which is certainly no less vital than those which have already been discussed, and is further one which threatens to demoralize advertising internally by hitting agency morale and efficiency and throwing the existing system into chaos. Listen again to Ernest I. Mitchell from whose excellent letter we have already quoted.

"To eliminate the cash discount," he declares, "would mean that advertising agencies would undoubtedly have to

A Page from The Christian Science Monitor

THE CHRISTIAN SCIENCE MONITOR, BOSTON, SATURDAY, NOVEMBER 6, 1926 3

GREECE DIVIDED INTO TWO CAMPS

Election Will Witness Conflict Between the Venizelists and Royalists

By Cable from Monitor Bureau

By CRAWFURD PRICE

LONDON, Nov. 6.—Many parties will contest the Greek elections to-morrow; all hoping that a kindly fate coupled with opportunities provided under proportional representation, will give them a finger in the political pie. Few of these mushroom organizations however are likely to survive. Broadly put, the issue lies between the Venizelists or Republicans and the anti-Venizelists or Royalists between whom the gulf is as wide as ever. General Pangalos attempted to bridge the chasm and his policy of suppressing controversy gave the appearance of conciliation, but with the return of constitutional methods, party rivalry has become accentuated, while the electorate having thrown off their dictator is beginning to with increased fervor.

Within the two great groups stand formidable divisions. The so-called Republicans include the Progressive Liberals under George Kafandaris, and the Cooperative Republicans under Andreas Michalakopoulos (who have united for election purposes) and the Democratic Union under Alexander Papanastasiou (which is also left wing of the old Venizelists and now holding the balance of power) whereas suffrage the three together comprise the old Venizelist party.

Anti-Venizelist Party

The Anti-Venizelists have made up of the Popular Party under Mr Thalassis which is irreconcilably royalist and the so-called Free Opinion Party under General John Metaxas. Of these groups General Metaxas has the strongest following. He is an able leader with substantial support and takes a distinctly moderate view of the political situation. He considers that the first necessity is to restore normal political and economic conditions, and he has undertaken not to raise the question of regime during the elections or to the event of his success for two years therefore. There is a general belief however that should an anti-Venizelist coalition result from the election, the question of the restoration of the monarchy will not remain in the background, and there is consequently a disposition to consider this an essential issue.

The existence of a large refugee vote introduces a new factor into the situation, and attempts to formulate the result are further complicated by the fact that it is six years since the electorate enjoyed anything approaching a free poll. But whatever their views on the great constitutional issue the people primarily demand political peace and a return to normal conditions.

Charges of Loaders

This being the case they are likely to single out the most responsible political leaders and it will be somewhat surprising if the choice does not fall on Mr Kafandaris and Mr Michalakopoulos, thus sending the Liberal Union into power. Apart from these two, General Metaxas will probably receive most votes.

In order to clear the air the present Premier, General Condylis, has declared that if the election indicates a clear majority for any party he will hand over authority without awaiting the final count. Failing this, he would necessarily remain in office until the meeting of Parliament disclosed a combination. Supposing, preponderating influence. He added that he so respected the decision of the people that he would not thwart the Royalists if they were returned. And if the army decided to prevent their assumption to office he would resign from the Government.

MRS. SABIN RESIGNS FROM VOTE LEAGUE

Republican Committeewoman Charges "Unfair Tactics"

NEW YORK (AP)—Mrs. Charles H. Sabin, Republican national committeewoman from New York, has resigned from the Non-Partisan League of Women Voters because of what she regards as "totally unfair" tactics in printing on the same page of the organization's bulletin statements by Democratic and Republican women.

The statements about women in politics were from Mrs. Emily Newell Blair of the Democratic national committee and Mrs. James W. Wadsworth Jr., wife of the Republican Senator from New York. Mrs. Sabin said that the latter "was a woman who has never held office or even taken an active part in politics."

Mrs. Wadsworth's statement said: "We have not taken women to politics strongly enough for them to build strong powerful influence." Mrs. Blair said that she had "no use for their organization because it is compulsive and control methods."

Miss Evelyn Preston, editor of the bulletin, said she picked up the statements from the daily news paper because "I thought they were funny. As I used them because I am tired of printing serious things. They really weren't intended to apply to the campaign."

TOTAL ABSTINENCE URGED IN BRITAIN

By Wireless from Monitor Bureau

LONDON, Nov. 6.—G. A. Frazer, president of the National Commercial Temperance League, addressing a meeting of Leith business men last night, said that total abstinence from alcohol is a great asset to financial, commercial, and industrial circles in Britain. The divorce court would very largely disappear if it were, he declared, if the idle rich were abstainers.

A sum of £300,000,000 annually, he said, was diverted into channels of self-indulgence instead of channels that would help the industrial life of the country and do a great deal toward solving the great problem of unemployment.

FAVORS BUTLER TO LEAD PARTY

President Sees No Reason for Senator to Resign as National Chairman

WASHINGTON Nov 6 (AP)—The defeat of William M Butler (R), Senator from Massachusetts by David I Walsh (D.) formerly Senator, furnishes no reason for Mr Butler's resignation as chairman of the Republican National Committee, in the opinion of President Coolidge more time does ever for that position in the opinion of President Coolidge.

The Chief Executive also regards the defeat of Representative Gillett, House of Representatives as the result of sectional conditions in the election. These, it was pointed out at the White House, exist in every state while the senatorial contest in Massachusetts held only a third of the states.

Statement by President

In his first comment upon the local results he expressed gratification that the Republicans had increased their majority in the House of Representatives as the result of the election. The President declined to discuss in the immediate retirement from the committee chairmanship Th Civil Service Commissioner to the vice presidency at the White House, stating

make larger investments in their businesses to care for the increasing period of time which advertisers would make their agencies wait for their money which the agencies had paid to the publishers. This naturally would reduce the agency profits and very likely result in a *lessened service to advertisers.* At any rate, a lessening of the agency profit which is almost sure to follow the elimination of the cash discount, would discourage men of brains, vision and progress from entering the agency business which would indirectly affect the creation of advertising for publishers."

PURSUING the same line of thought is Charles Lansdown, treasurer of the H. E. Lesan Advertising Agency. "We agree," he says, "that this is a serious situation, so far as the agencies are concerned, because in effect it will probably work out as a reduction in the commission. Practically all of the publishers who are eliminating the cash discount are protecting themselves on prompt payment by also eliminating the commission, if payment is not made on a certain date. If the practice becomes general, probably the only solution for the agencies, to enable them to receive prompt payment from the clients, will be to allow a cash discount, regardless of whether the publisher does or not, thus reducing the amount of their commission. As it is the experience of agencies that the present commission is none too great, any reduction in the net commission will ultimately have to mean a lessening of their service to advertisers and a consequent slowing up of the development of additional advertising."

Mr. Lansdown's point is well made. In an address before the Four A's in Washington recently, John Benson brought out the fact that the actual net profit of the agency averages only two to three per cent of its total billings. Certainly at this rate, as pointed out by Mr. Chappelow, the agent cannot offer the advertiser any such cash discount such as is discussed by Mr. Lansdown, for such a step would lop off his profit at one neat stroke, and his fifteen per cent would turn to ashes in his mouth. Yet aside from this suicidal move, his only alternative, as has been brought out before, would be to borrow money at five or six per cent to carry over the advertiser until he was good and ready to pay his own bill. Even aside from the credit risk that he would thus be automatically assuming, the interest rate, as may easily be seen, would gnaw deeply into the vitals of that slim two or three per cent profit, even if the period of each such loan was only a week or so—which might be far from the case.

All the foregoing is based, of course, on the assumption that the elimination of the cash discount became a general practice, rather than the experimental and rather tentative step which it is at the present time. With only a comparatively few of the newspapers in the ranks of the eliminators, it is possible for the agencies to balance up their affairs so as to overcome to a large extent the inconveniences to which they are put.

However, assuming that the practice did become general, the advertising business would be faced with the problems already outlined, plus another problem which has been a bone of contention for so many years that it has become the proverbial chestnut of the business. Although this point has not been brought out directly in any of the letters received, it has been approached very closely by Mr. Lansdown as quoted above, and but little stretch of the imagination is required to make it very real to anyone vitally enough interested in the problem to follow it closely and to think it through to the logical conclusions which all these letters seem to presage.

Here is this other problem in a nutshell: Should the elimination of the discount become general with the subsequent results which the agency writers are unanimous in predicting, it would become absolutely imperative for the agencies to seek a different means of remuneration in order to maintain the present standard of excellence of their work. In other words, the general abandonment of the cash discount, as viewed by our correspondents, *would sound the doom of the fifteen per cent agency commission system.*

ESPECIALLY would this seem true in view of the fact, as cited by Mr. Lansdown, that many of the newspapers which have eliminated the discount are holding the fifteen per cent as a club over the agent's head in order to keep the cash moving at its wonted pace. That something of this sort is already stirring in the minds of some of those involved in the present matter may be attested to by the following anonymous note received at our office pinned to a clipping of our editorial which started all this discussion: "Why," the writer asks simply, "strain at the gnat of two per cent cash discount and swallow the camel of fifteen per cent agency commission?"

The alleged woes and tribulations of the existing fifteen per cent "differential" system are too many and too varied to warrant discussion here. The point is merely brought out in order that the agency's place may be made more clear. The advertising agency is in a position analagous to nothing else in the present-day business world. In a development such as the one under discussion it is caught, so to speak, between the devil and the deep blue sea. It makes its profit on the money paid the publisher by the advertiser, and when this money is not promptly forthcoming the agency is placed in the untenable position of either waiting indefinitely for the money which it has earned, or, where the newspaper uses the fifteen per cent as a club, of being absolutely obliged to assume the advertiser's obligation, trusting to the Fates that nothing will go wrong.

We now come to the advertiser's side of the discussion, and here our say may be brief. This group is affected directly by the elimination of the discount; more directly, it would appear at first glance, than any other group. The taking away from him of two per cent of his space bill amounts literally to removing that precise sum from his pocket. No man likes to see the money going out, so it is quite natural that all the advertisers who have written us are distinctly antagonistic toward the elimination of the cash discount.

While this does affect them directly in the pocketbook, as already described, still it affects them in a comparatively small way. It is not in their case, as with the agents, a threat at their very existence. Hence, their views center very decidedly about one point. That point may be brought out simply and clearly by means of a short quotation from the letter of C. E. Beatty, advertising manager of the New Jersey Zinc Company.

"Abolition of the cash discount," this gentleman declares, "on the part of any publication, with no adjustment in rates, seems to me to mean but one thing—an increase in rate, hidden, perhaps, and not justified by increasing values."

This, in a nutshell, is the opinion of practically every advertiser who wrote us. What Mr. Beatty describes as a "hidden" raise in rate is variously characterized by other writers as: "Left-handed," "painless," "by way of the back door," "unjustified," "unsanctioned," and "detrimental." Little sympathy is expressed for the publisher, although several of the writers are at pains to declare that the cash discount, as such, does not mean a great deal to them, so long as its elimination is accompanied by a corresponding reduction in space rates.

A GOOD deal of sympathy is expressed for the agency, however. Many of the writers, looking beyond the immediate effect of the change upon them, visualize only too clearly how the agency will be affected. Inasmuch as their lines of reasoning follow very closely those of the agency men themselves as previously discussed, there is no necessity for repeating them here.

Other advertisers quote quite simply the fairly obvious fact that, should this move which they characterize as a rate increase become the rule, the appropriations will remain the same while the space units will become increasingly smaller. The move is viewed, if not with alarm, at least with more than a little hostility.

Unfortunately, we are placed at a disadvantage in handling the manufacturers' angle, inasmuch as several of the most prominent men who have written us specially request that they be not quoted.

Enough, then, for the agencies and advertisers. Let us now consider the angle of the newspapers, for here appears to lie the crux of the whole situation. As previously stated, we are

[CONTINUED ON PAGE 44]



Here is "Barking Dog"—interrupting symbol of the cigarette which won New York in a walk and a week-end.

Package, windows, store displays and newspaper advertising were linked together by an *Interrupting Idea.*

This notably-successful campaign was prepared for the Continental Tobacco Company, Inc., by the Federal Advertising Agency, Inc., of 6 East 39th Street, New York.

Now for NEXT Christmas

[CONTINUED FROM PAGE 20]

your washing machines; and your washing machine overtime would, by way of reciprocity, flow back into my radios. But, says the United States Department of Commerce, between 1914 and 1923, the number of wage earners in our factories has increased only about twenty-seven per cent, while the amount of factory output has increased at least sixty per cent—more than twice as fast!

SO, instead of each turning out about enough to barter against his own needs—with, of course, a fair share for non-producers—our mechanicalized factory hands are able to pile up a vast surplus. The General Electric Company advertises, very cleverly, that an automobile workman today, backed by his 19-horse power auxiliary, makes five times as many cars as he used to. That is an achievement: a source of pride and prosperity. The fact remains, nevertheless, that one workman can still drive only one car.

Machinery can make those four extra cars. It can run them. But it cannot drive them. Neither can machinery consume its other products. Great masses of people must come into the picture. And people, in the mass, change very slowly.

Moreover, almost every article we turn out nowadays, from pins to shoes, is built to last longer. The average life of an automobile has crept up to seven years. As many pins as ever are probably lost, but in spite of three years' growth in population we were, in the first half of 1926, turning out some 200,000 pairs of shoes a day fewer than in 1923.

If Mr. Coolidge's estimate of advertising as a cause of large scale production were only half as exact as complimentary, the solution of our problem would be apparent. As befits a delightful host, however, the President's speech to the A. A. A. A. was more tactful than scientific, with more, perhaps, of political effectiveness than political economy. At least a score among his audience could have demonstrated that our present mass advertising is itself an effect, rather than a cause, of our present production difficulties. At any rate, no man connected with advertising can safely forget that advertising as an industry has extended itself companionably along with all the others. Vast circulations and huge presses must be maintained, expensive selling forces must increase their pressure all along the line.

Already distribution has become the narrow neck of the bottle. The train begins to crowd the engine. As selling spurts to catch up with production, advertising must catch up with selling. Now is our opportunity to prove the classic claim that—by making possible large scale production—advertising is a prime cause of low prices. On the other hand, unless it can, immediately and definitely, shoulder its share of the large scale production already upon us, advertising may have to concede itself merely the silk hat of commerce.

Not advertising alone; all selling of the good old school owes itself a careful overhauling for the new competition of 1927. More than a year ago Mr. Rayburn pointed out that the local merchant can no longer be counted a manufacturer's selling agent. Increased buying skill in millions of women has forced the retailer to become his customer's buying agent.

Nor have advertising and selling alone got to face the music. Responsible executives, who have been pretending to themselves that higher prices would soon bring back the easy wartime prosperity, might as well roll up their sleeves and work for lower prices.

The whole foundation of the gorgeous Christmas just passed was more people having more things. Christmas 1927 will depend on still more people having still more things. That can be done only by lowering prices. Much of this price lowering will come out of new synthetic materials, new processes and new machinery; much will come from the new efficiency of a more civilized and more responsible class of labor. But most of the saving—and nearly all the profits—will, we venture to predict, come from avoiding waste. And most of that avoidance will come from the rapid abandonment—voluntary or involuntary—of essential things.

MAGNIFICENT mergers, like General Motors, can well afford to force universal distribution, regardless of marginal profits. But the average manufacturer is going, more and more, to find comfort and safety in his natural market. This division is not necessarily geographic. Each man's "natural" market is the field which will make him the most money with the least work. Whether his particular field be defined by price, service, method of sale, highly specialized article or mere locality, will depend in each case on the man himself and his nearest competitor.

A natural corollary of the natural market is an ever increasing fight against waste. The manufacturer who goes after universal market must force his prices low to meet the special competition of the man to whom each added unit naturally belongs. On the other hand, the manufacturer who can't afford a bigger market must make himself a better market. If he can't have easy profits from a larger sale he can at least try for larger profits from an easy sale.

Therefore, the apologetic waiter who discovered that the overcharge in the dinner check came from his having carelessly added the date into his total is, during 1927, going to find a surprising following among our best businesses. The process of squeezing costs will, we suspect, bring to the surface a lot of misplaced dates and expensive flyspecks. Moreover, with lower materials and increased efficiency, the factory manager is likely soon to protest he has done his share of cost cutting, and look to the front office to carry on.

NO Fifth Avenue visitor who has strolled into the magnificent Childs' cafeteria in the old Holland House, or into Mr. Woolworth's equally impressive 5-and-10 emporium at Fortieth Street, will have any doubt as to the form this carrying on will take. Everything absolutely necessary will be done extra well. And nothing not absolutely necessary will be done at all. Every card file, every ledger entry, every letter mailed, will be examined to see if it is essential to the flow of goods into the hands of the customer. Any element that doesn't contribute directly and exactly in proportion to its cost will be marked for elimination. Everything absolutely essential will, of course, remain. But some way will be found to make them more productive.

This revision will aim itself not so much at men as at things. It will affect the payroll less than the salary list. In the good old days, when only lawyers, teachers, doctors, could afford luxuries, wages had to be low enough to keep prices within the range of the limited professional income. Today, when the wage-earner is his employer's best customer, costs must be cut without too much affecting the purchasing power of the payroll.

This slack cannot, of course, go on forever. Sooner or later—probably a good deal later—society will find it cheaper to support the inefficient producer or distributor than to allow him to try to support himself. Any system that takes as many profits in the handling as our present method of merchandising can ill afford to compound its losses on inefficiency.

Let us hark back, for example, to the waiter who added the date into the dinner check. His was the last step in distribution, so the error was comparatively simple. But suppose the same mistake had been at the first stages of raw material. Let us assume, for instance, some manufacturing lapse has added an unnecessary ten cents to something selling around a dollar. If the manufacturer takes only a ten per cent gross profit on his costs, he will pass this waste on to the wholesaler at eleven cents. If the wholesaler's cost of doing business and profit amount to thirty per cent, he will pass the waste on to the retailer at 14.3 cents. If the retailer, in turn, must get thirty per cent on his costs, he will have to add 4.29 cents to cover this useless item.

[CONTINUED ON PAGE 46]



A Machine Tool Man of Wide Experience

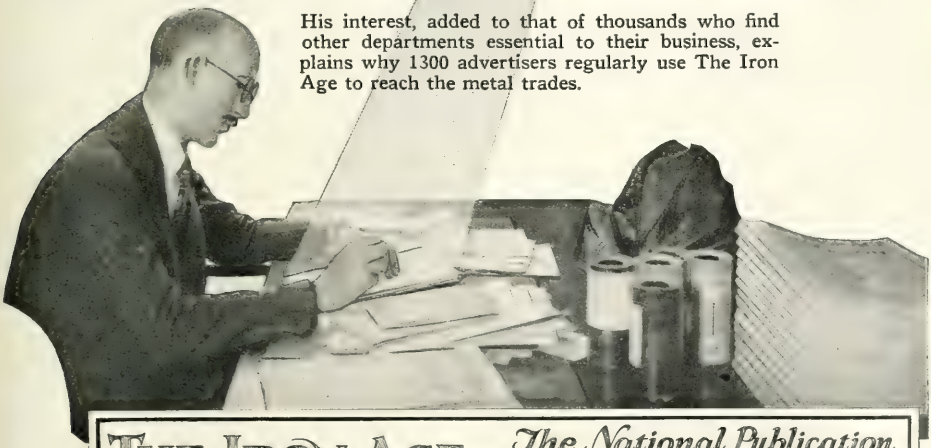
condenses the News of new equipment for Production Manager Spry

First essential is that it be real news—for what busy Plant Manager will twice be tricked into reading something he has already gone through, weeks, maybe a year before? Thus the machine tool man must be a good eliminator, separating the chaff from the genuine new developments of the trade.

Secondly, he must be a good collector, present thoroughly and correctly and promptly all the news of new equipment that would be of interest to tool users and manufacturers in all lines of the field. The Iron Age takes particular pride in the completeness and correctness of its new equipment items it lays before Mr. Plant Manager.

That's why he reads THE IRON AGE

His interest, added to that of thousands who find other departments essential to their business, explains why 1300 advertisers regularly use The Iron Age to reach the metal trades.



THE IRON AGE ~ *The National Publication of the Metal Trades*

What Advertising Can Do in the Distribution of Securities

By A. E. Bryson

Vice-President, Halsey, Stuart & Company

IT is not uncommon to find the investment banker quite willing to concede the important place of advertising in the general scheme of things, though he may be indifferent, perhaps skeptical, about its application to his own field. The same person whose food, apparel, and whole mode of living is influenced by advertising, maintains a lukewarm attitude, perhaps even an adverse one, to the whole-hearted application of the same sales agency to his own business.

"The bond business is different," it is very commonly said. "The only way to sell bonds is to go out and sell them," comments another. "The bond business is a profession, and as such does not lend itself to advertising," comments a third. "I have tried it and it doesn't work," adds another with considerable finality. These comments are made in good faith. Those responsible for them believe them. Are they well founded? Is it true that a medium that has proved its effectiveness in almost every other line is not applicable to the problems of securities distribution?

To answer that question there must be some agreement as to just what the problems are. Most of us, I believe, would agree that they are primarily problems of distribution. For the moment some dealers may say that the problem of distributing bonds is not so difficult as the problem of obtaining them. That, if true, is of course only a temporary situation. By and large, there can be no question but that the securities distributing machinery of the country is primarily concerned with selling more bonds, and selling them more economically. With the margin of profit smaller, as is always the case in a period of active demand, distributors to maintain their accustomed profits must do one or both of two things: increase volume or decrease selling costs.

Portions of an address delivered before the Financial Advertisers Association, Chicago.



There are of course other problems: the problem of obtaining good securities with which to meet the demand, the problem of personnel, the problem of keeping customers in the face of the keen competition that now exists. Can advertising assist in their solution?

LET us consider the major problem first: that of selling more bonds and selling them more economically. I suppose the sales job in our field (in fact in any field) may be reduced to this: (1) Finding the buyer, (2) Selling him, (3) Keeping him sold. All of these steps can, of course, be accomplished without the aid of advertising. But while it can, and is being done, it is time consuming and costly. It means substantially that the salesman has the whole sales job on his own shoulders. He must, in effect, ring doorbells and depend on the law of averages to locate his prospects; he must assume the laborious job, having found his prospect, of selling him from the ground up—on the advantages of investing, on the merits of bonds in contrast to other forms of investment. He must sell his house, his own type of bonds himself, and his own individual offerings—and then he must keep them sold.

What does the salesman do under these circumstances—in fact, what is he instructed to do? Does he go out in the highways and byways to locate new buyers?

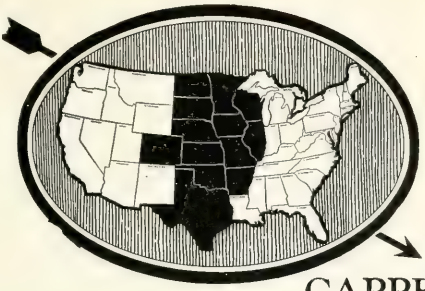
No. He goes to the Social Register, the Directory of Directors, the lists of big stockholders, in short, to consistent big buyers; the same field probably the same names, that every body else in the business is already working on.

It is easier, he figures, to win away the other fellow's customers than to locate and develop new ones. The result of this, which is standard procedure with most bond houses, is that a certain small sector of our population is overwhelmed with sales solicitations, while in other sectors the bond salesman is still something of a rarity.

But, you may say, with all the duplicated effort in this field, it is no more costly, considering the large unit of sale, than the development of the "fringe" market where the selling job is admittedly hardly less difficult. In the sophisticated group we merely have to sell ourselves and our goods in competition with other dealers. In the other field, we have to undertake a tedious educational job, and in addition meet the equally difficult competition of the general merchandising market. The surplus of this class is not so large but that its members must sometimes decide between the desires of the moment in the form of alluring and well advertised things—automobiles, trips abroad, country club memberships—and the desires of the future which at best, are somewhat ephemeral and hard to grasp. The prospect in this field is admittedly harder to locate and the selling problem is perhaps more involved. By and large, however, it is probably no more difficult or costly than in the other class, and it has this great advantage: once you have sold your prospect you have

[CONTINUED ON PAGE 60

SELL THIS TERRITORY



THRU— CAPPER'S FARMER

HOKUM-POKUM

Could it be that tasting might not be the proof of the pudding?

The stage is set. The convention is over. The market analyst has spoken. The salesmen full of pep and portfolios are marshalled for action. This year we crack the west. Advertising, Distribution, Sales, Profits, Ready!

Lights! Camera!

Ah there! It's Mrs. Banker. She lives in the biggest house in Countyseatville. And reads Fastidious Magazine. She sets the pace (so the handbook says). The soup she serves tonight will grace a thousand pantry shelves tomorrow. Of course, we're selling Beige Hosiery. But it makes no difference. The handbook covers everything—soap, beefsteak and flying machines.

Action!

Mrs. Banker reads of Beige in Fastidious. She asks her dealer—who stocks. And the Beige clad ankles of Mrs. Banker tread Main Street. Tomorrow Countyseatville goes Beige. Ho Hum.

A year passes.

"Beige selling in Countyseatville?"

"Oh yes. Yes, two accounts—the main department store and a shoe store."

"Selling quite a little stuff?"

"Well-er—well, maybe not what we expected. But then, these little towns are tough. Beige is a $1.98 seller, you know. I was just saying the other day, I believe we ought to have a cheaper line for that western country. Meet competition, or something."

"Well, who is buying Beige in Countyseatville? Mrs. Banker a good customer?"

"Yes. Yes, she bought a couple of pair all right. Of course, she had to set the pace for Nu-Nude too, you know."

"Well, who is buying Beige?"

"Oh, women. Women and girls and people who live around Countyseatville. I don't know exactly. Of course, old man Jones who owns the big department store, tells me 75% of his business is with farmers."

Women. Farmers' wives. They ride around in Oldsmobiles and Willys-Knights. And send their kids off to college. They read farm papers—like the stories or recipes or patterns or something.

A couple thousand of these women trade in Countyseatville. Beige customers—a few of them. Of course, they don't set the pace like Mrs. Banker. Still, even so, it might be worth while to advertise to them. Might. After all they are the customers—or should be.

Supposing when Beige got to rural America (Capper's Farmer territory) the story of beauty, durability, trim ankles, etc., had been told to the 2,000 in the paper they read—Capper's Farmer.

Supposing instead of Mrs. Banker a hundred women had asked for Beige!

Advertising. Distribution. Sales. Infiltration. Pace setters. Leaders. Hokum-Pokum. And what not.

Could it possibly be that some of the orthodox principles are just a little fallacious?

—M. L. P. for C. F.

Capper's Farmer

Published at Topeka, Kansas, by Arthur Capper

M. L. Crowther, Adv. Mgr.,
120 W. 42nd St., New York City

815,000 Circulation

The 8pt. Page
by
Odds Bodkins



THIS issue of the 8-Point page reaches you in the midst of the holiday season when merriment fills the evening hours, as per illustration, which I snitched from *The Three Circles*, published by Evans-Winter-Hebb. It is too late by a day or two to wish you a Merry Christmas, but that can be taken for granted now. The important thing is that a new year is just around the corner, and everybody around our offices, from the copy hound who stands outside my door to M. C. R. in the carpeted office at the end of the hall, wishes me to say that they hope it will be a fine year for everybody on the reading end of this journal's fortnightly journey. And I—I hope it will be a year of progress for you, and of satisfaction in accomplishment.

—8-pt.—

The hardships of the early days of a business are always interesting—in the later days! At the McGraw dinner at the Astor the other evening I observed that one of the stories that amused Mr. McGraw most was one told on him by Edward J. Mehren.

It seems that in the early days of his publishing business Mr. McGraw had to take a trip up through New York State. There wasn't enough money in the treasury to finance the complete trip, but it was agreed that Mr. McGraw was to go ahead, and that later in the week a check for additional funds would be mailed to reach him at Rochester.

Arriving at Rochester, Mr. McGraw found that there was no mail. So he wired his partner: "No check here."

A few hours later he received a wire from New York: "No check here either."

Mr. Mehren didn't tell the sequel. Probably too sad.

He did tell something else on his boss, though, and something that helps to explain the high standing of Mr. McGraw's publications. Said E. J. M.: "He has the most remarkable collection of standards of dissatisfaction!"

That's a good New Year's thought: to start building up a set of standards of dissatisfaction in order to show ourselves how much better we might be.

—8-pt.—

I am just returned from luncheon at the Tavern and before plunging into the work of the afternoon I steal a moment to dip into Harcourt, Brace and Company's new book of Carl Sandburg's poetry which has been on my desk teasing to be read this past fortnight. And it opens with a word picture of Chicago that I must pass along:

CHICAGO

Hog Butcher for the World
Tool Maker, Stacker of Wheat,
Player with Railroads and the Nation's
Freight Handler;
Stormy, husky, brawling,
City of the Big Shoulders.

Isn't this a picturesque, sympathetic, honest picture of the metropolis of the Middle West?

—8-pt—

It is perhaps the conventional "far cry" from Fords to Forhans, but everybody seemed to "get" the bulletin chalked on the side of a fliver in New York:

"Extra! The fifth one got it!"

—8-pt.—



The Bank of Manhattan Company, New York, has issued a series of four little booklets, forming "The Manhattan Library," which set forth in simple form some of the economic facts of our American life. One of the little books is on Wheat, another is on Insurance, a third is on Railroads, and the one I have just been reading is on Newspapers.

One paragraph from this newspaper book expresses the American newspaper and shows its relation to human life, better than anything I have ever run across:

> There are communities abroad where the lack of a newspaper may be merely a vexation. Not so with America, for America, in a unique sense, is the land of *voluntary cooperation*: this is the basic principle of its wonderful development. Machines can operate in the dark, but not men. When judgment and volition are demanded, people must be keenly *aware* of one another. The newspaper is a happy instrument for satisfying human curiosity, but its real function is to bring about that awareness so that people, however widely separated, may work together intelligently and effectively.

Is not this idea of the newspaper as an aid to voluntary cooperation an interesting one, and fundamentally American?

—8-pt—

From St. Louis comes news of Roy B. Simpson's appointment to the chairmanship of the Civic Problems Committee of the St. Louis Chamber of Commerce. R. B. S., as you doubtless know, is head of the Simpson Advertising Company. An advertising viewpoint should be very helpful in the direction of this important committee.

—8-pt—

Interesting figures, these — and rather startling — from a form letter sent out from *Hoard's Dairyman*:

> The milk produced in 1925 would fill a canal, extending from New York to San Francisco, 3170 miles long, 16 feet wide, and as deep as the Erie Canal.
>
> The same volume of milk, if put in tank cars, would make a train 34,462 miles long or eleven trains reaching across the continent.
>
> The value of milk produced in this country last year was greater than the value of all the gold and silver mined in the United States in the last twenty years.

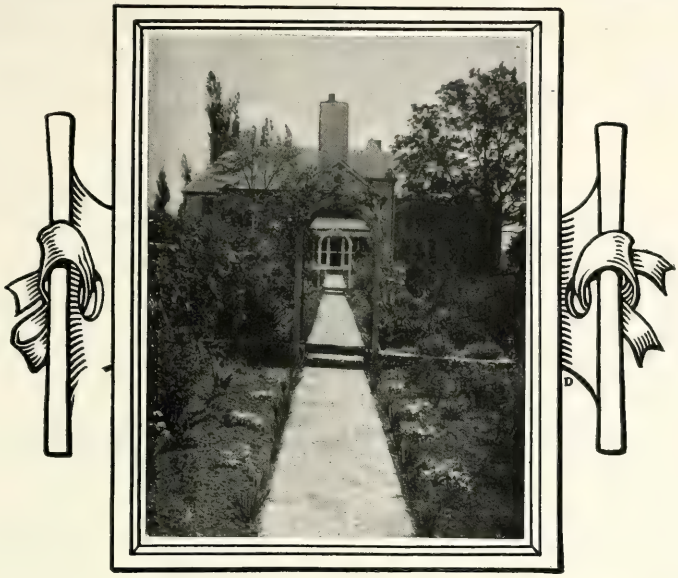
B. W. Magee, of R. Wallace & Sons Mfg. Co., sends me the letter, with the comment: "I am as far removed as the moon from some of the subjects these people write about, but they *make* me read about them."

The "making" seems to be in the application of imagination. Few facts or figures are interesting, and fewer still are startling, until they have been dramatized. Take some of your own form letters and sit down with them and try dramatizing them with picturesque similes or snatches of conventional dialogue, or by turning them into stories, and see how much more effective they will be.

—8-pt—

For the numerous Christmas cards I have received, many, many thanks. It is good to receive these friendly expressions from men I never see, yet meet once every fortnight at the threshold of my humble page and ramble down the columns with them.

ODDS BODKINS.



Spring Building Is Just Ahead

Plan now to get your product into the Plans of

80,000 HOME LOVERS

Who will build, decorate, furnish, remodel, redecorate and Orient their homes during 1927.

DIRECT CONTACT

RESPONSIVE INTEREST

Through

THE HOUSE BEAUTIFUL

Only publication in the class field devoted exclusively to the home and what makes it beautiful. Only class publication that hits the Bull's Eye (Home making exclusively) twelve times each year.

Circulation 80,000 Guaranteed Net Paid (A B C). Rebate-backed. Liberal excess at current rates. Interesting facts on request—Write now!

THE HOUSE BEAUTIFUL PUBLISHING COMPANY, INC.
8 Arlington Street Boston, Mass.

A Member of the Class Group

Shall Newspapers Give Cash Discounts to Advertisers?

[CONTINUED FROM PAGE 36]

handicapped here by the fact that we received only fourteen letters from newspaper men and by the urgent desire of some of the most outspoken of these writers to remain anonymous. Further, a large number of these letters stated flatly that the newspapers represented by their writers still retained the cash discount and planned to continue to do so indefinitely; that they were keenly aware of the angles of the agencies and advertisers and consequently were unalterably opposed to any change in the present policy. These only go to show that as yet the move to eliminate the discount has not gained any very great headway. What concerns us more immediately are the newspapers which have abolished the discount and which feel themselves entirely justified in so doing. These men have a case to state and, in spite of the seemingly one-sided discussion which has preceded this, their case is justified in many respects and deserves the utmost attention if any solution to this apparently pressing problem is to be found.

The business manager of a large Mid-western paper (name withheld by request) states the following, after announcing flatly that his paper has abolished the discount:

"The largest single items of expense entering into the publication of a daily newspaper are paper and labor. No news print manufacturer soliciting business in this territory to our knowledge allows a cash discount. Of course, there is no discount on payroll. . . . In many industries cash discount seems to be a thing of the past."

THIS man goes on to state that his paper operated under a policy similar to that of the *Chicago Tribune* and several other newspapers: withholding the agent's fifteen per cent commission if the check for the advertising bill is not mailed by the twentieth of the month following. "The amount of delinquent outstanding accounts with advertising agencies on our books," he adds, "is only about fifty per cent as large as when we allowed the two per cent cash discount."

Naturally such a policy will bring results. The agency has the matter put squarely up to it and must hold the bag in any case. This can be done when a comparatively few newspapers hold the club, even if it is done at the expense of delaying payments to other newspapers. But what would be the result were every publication to adopt this policy?

Another Mid-western publisher takes exception to our editorial statement that the cash discount is almost as old as commerce, maintaining that his paper has only used it for about fifteen years. The writer further calls attention to the fact that in these days of voluminous advertising a large newspaper will pay from $25,000 to $100,000 a year for the privilege of "receiving cash remittances two weeks earlier than they would otherwise arrive." "Surely," he adds, "it behooves the publisher to eliminate any wastage possible."

Still another anonymous (by request) publisher calls attention to the fact that newspapers depend for their greatest revenue upon local advertising, most of which is placed direct, and that few offer a cash discount on advertising of this nature.

"It costs the average publisher," he goes on, "a much larger proportion of expense in the national field than in the local. This forces a difference in rates. Cash discount in the case of many publishers has been the largest single expense item in the national field aside from the agency commission. Only a small proportion of our bills payable are subject to cash discount."

NONE of these men appear to have the agency angle very clearly in mind. The fact that the cash discount may have shown a tendency to fall into disuse in many lines of business should not be considered an adequate reason for its elimination in the national advertising field without the publishers first giving careful consideration to the unique situation which is here supplied by the presence in the composite picture of the advertising agent and his curious situation in regard to his remuneration. Nor should the situation of the local advertiser who places direct be used as a precedent for regulating the billing of national advertising where the agency plays so important a part.

Now comes the point of contact in the whole matter where the rub appears to generate the greatest amount of friction between the parties involved. May we quote again the excellent letter of Frank Carroll, director of advertising of the *Indianapolis News*, which appeared in our issue of December 15?

After stating that his paper favors retention of the cash discount for reasons similar to those already described here by others, he makes this statement, significant when one considers the most pointed factors which have led up to the discount elimination: "I have heard complaints to the effect that the time period indicated on newspaper bills has meant nothing to advertising agencies which have insisted on taking cash discounts, even though their checks left the agency office from three to ten days late. This habit, even though confined to relatively few agencies, has no doubt encouraged newspapers to abolish the cash discount and at the same time get rid of the irritation caused by checks arriving late with the cash discount deducted."

FOLLOWING the same line of reasoning is one of the unnamed publishers already quoted: "When we formerly allowed the two per cent cash discount," this man declares, "it was with a provision that the account be paid on or before the twentieth of the month. Many advertising agencies, particularly the smaller ones, and some of the larger ones as well, would remit on the twenty-fifth or even the fore part of the following month, and would invariably deduct two per cent. We had two alternatives—we could either not allow the cash discount and then engage in a controversy with our customer over a period of months, or we could shut our eyes and allow the unwarranted discount."

Stuart S. Schuyler, president of Allied Newspapers, Inc., declares that the Scripps-Howard papers suffered from the same complaint until it got to the point where the iron hand was required. The Frank Carroll letter published in our previous issue describes the *Indianapolis News*' method of handling such delinquents, and Mr. Schuyler's organization follows similar lines.

"If the bills are not paid on time," he says, "we do not allow the cash discount. We either return the check for correction or accept it as applying 'on account' and bill again for any discount unjustly deducted.

"If checking copies are not received on time by the advertiser, or if any other adjustments are claimed, the bills should be paid on time, even though adjustments are made later.

"By living up to these rules rigidly, we have prevented any possible abuse of the discount privilege. If any papers permit the discount to be deducted when payment is made after the stipulated period, they have only themselves to blame for not enforcing their regulations as set forth on their rate cards."

Right here would seem to be the point where practical adjustment might be made. Up to a certain point the cash discount is an instrument of commerce for the furtherance of the interests of all parties concerned. When it is gross-

[CONTINUED ON PAGE 65]

The First Light of 1927

1927



—reveals unusual sales opportunities in the OKLAHOMA Farm Market!

1927 dawns on prosperous rural Oklahoma, revealing a giant market, growing in wealth with the years, affording greater selling opportunities for aggressive manufacturers.

In 1926 Oklahoma farmers produced crops valued at more than $316,000,000—a figure great enough to insure tremendous buying power.

The 1926 crop was more than $27,000,000 greater than that of the previous year, which itself was regarded as one of Oklahoma's most favorable years.

Only one crop year in the past seven, that of 1924, was as large as the crop of 1926, and in 1924 farmers used the greater part of their income to pay off debts contracted in the lean years of 1921, 1922 and 1923.

The value of Oklahoma's 1926 crop was more than $31,000,000 larger than the average annual value of all crop years since 1920.

1927 finds the ground well prepared, the seed properly sown, every condition favorable for a bumper crop of Oklahoma farm dollars.

Those firms who wish to insure their participation in Oklahoma's 1927 prosperity will include on their advertising schedules the Oklahoma Farmer-Stockman, Oklahoma's *only* farm paper.

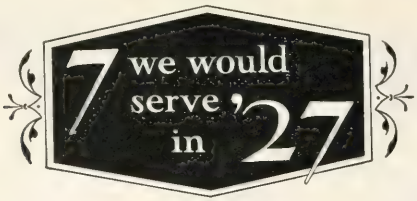
Carl Williams
Editor

The OKLAHOMA FARMER-STOCKMAN
Oklahoma City

Ralph Miller
Adv. Mgr.

E. KATZ SPECIAL ADVERTISING AGENCY

NEW YORK CHICAGO DETROIT KANSAS CITY ATLANTA SAN FRANCISCO



FOLLOWING our advice to clients, our own 1927 sales program is planned to give more intensive attention to our most promising prospects.

This program is designed to establish relations with seven companies, whose marketing problems require the type of service we are especially qualified, by experience and facilities, to provide. They are:

1 One whose product is too large for salesmen to carry and who, therefore, has the problem of giving prospects a clear understanding of its features and performance.

2 One whose market is geographically localized by the weight, by installation and service requirements or by other restrictions.

3 One who must develop dealers' interest in a line already on their shelves and who must aid them in applying sound merchandising methods to increase the turnover.

4 One with a product whose marketing involves securing the influence of architects, physicians or other professional groups.

5 One with a product the purchase of which calls for a considerable capital investment, therefore, requiring an effective presentation of financial or economic considerations.

6 One whose product must be presented to the different executives of an industrial organization, with a clear perception of their buying habits and functional relations.

7 One whose product must have a specialized presentation for each of the various industries that comprise its market.

Such are seven companies we can help during 1927. If you are confronted with one of these problems, we will bring to the discussion, at your request, a breadth of experience and a specialized knowledge.

EVANS-WINTER-HEBB *Inc.* Detroit

822 Hancock Avenue West



The business of the Evans-Winter-Hebb organization is the execution of direct advertising as a definite medium, for the preparation and production of which it has within itself both personnel and complete facilities: Marketing Analysis · Plan · Copy · Art · Engraving · Letterpress and Offset Printing · Binding · Mailing

[CONTINUED FROM PAGE 38]

So the consumer pays nearly nineteen cents extra for ten-cent waste!

Where this loss comes from overexpensive or unnecessary practices competition will take care of it. Where it comes from wasteful or unnecessary employees, society will some day effect a compromise. By gradually turning ineffective producers and distributors into inexpensive consumers it will materially lower prices to everybody.

Fantastic as this project sounds, we are, in fact, rapidly approaching it from three different directions: *First*, the question of what funds these simple consumers will have to live on. *Second*, how they will be able to live on so little. *Third*, what will they do?

FIRST, nearly $500,000,000 insurance a month is already being written for wage-earners. This, together with huge investments workers are making in stock of their own concerns, will sooner or later help bring about disability retirement. Furthermore, from group life insurance to group efficiency insurance will be but a short step for colossal insurance organizers.

Second, the more successful we are in bringing prices down, the easier we shall find it to pension our professional consumers to bring prices still lower.

Third, with the magnificent future of radio, motion pictures, with the popularization of knowledge and of outdoor sports, there will be plenty to occupy the minds of those whom business can best afford to do without. In a significant statement, published only a few days ago, Mr. Schwab said:

> It is my hope that our spiritual and cultural prosperity will now show similar development. We have conquered poverty. Let us conquer disease. We have abolished illiteracy. Let us develop finer methods of education. We have saved time and increased production by making machines do our work. Let us make worth while the additional leisure now on our hands.

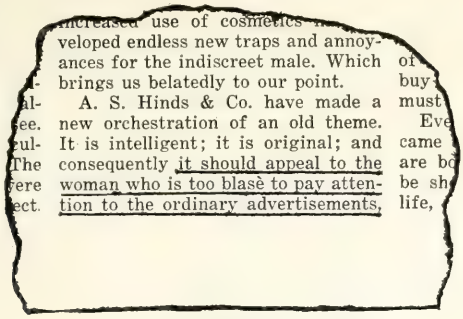
And Mr. Ford says apropos of his apparently successful five-day week:

> It is good business to give workers more leisure for the simple reason they have more to use more of what they produce, thus automatically creating a larger general market. All industry is stimulated, with a resultant lessening of unemployment.

With two of our great industrial leaders looking so earnestly toward cultural wages and economic leisure, times have surely changed enough to prepare us for almost anything.

Is it not possible, then, that when America's first frenzy of prosperity is over, we shall develop an ever increasing class of pure consumers who, with little wealth, will be content leisurely to be, to know, to enjoy?

And might we not, spreading Christmas throughout our industrial year, find means to place gently among these, not only the aged and crippled, but—as befits a true democracy—all the weak and inefficient? Next Christmas will hardly see us far on the way. Nevertheless, every step toward elimination of waste effort and unnecessary costs will help, not only toward a very immediate and keenly competitive present, but also toward that dim Utopian future.



increased use of cosmetics ... veloped endless new traps and annoyances for the indiscreet male. Which brings us belatedly to our point.

A. S. Hinds & Co. have made a new orchestration of an old theme. It is intelligent; it is original; and consequently it should appeal to the woman who is too blasè to pay attention to the ordinary advertisements,

of buy must Eve came are bo be sh life,

Clipped from Advertising & Selling

"Bill Can't Sell Me Anything!"

"BILL can't sell me anything. I know him too well." Buyers often say that. Firms sometimes change a salesman's territory because he knows his customers too well.

Advertisers, too, make changes in an effort to break the monotony of products advertised year after year in the same publications. With new copy appeal, art work, typography and layout they try to overcome lack of interest, to batter down reader inertia, to counteract indifference bred by familiarity.

A fast growing number of advertisers, rather than fight reader inertia, find it easy to sell SMART SET'S half-million readers who possess youthful, acquisitive, unjaded buying habits. This may be traced to the fact that many of these buyers, becoming for the first time habitual magazine-readers, discover through SMART SET an entirely new world of advertised products.

And SMART SET will produce new business for you just as economically as it does for other advertisers, many of whom write that this magazine brings inquiries at the lowest cost.



SMART SET

R. E. BERLIN, *Business Manager*
119 West 40th St., New York
Chicago Office, 360 N. Michigan Ave.

The Newspaper's Dilemma

[CONTINUED FROM PAGE 25]

writers, and camera men, which turned in something like a page a day of stuff, some of it forced to the limit in the endeavor to keep alive the interest. This constant and stimulating advertising transformed into fans thousands who would never have gone on the simple announcement that such a fight was to be held. They were sold the fight, as millions of customers have been sold other commodities, by newspaper advertising.

THERE is no implication in all this that newspapers should be more complaisant to *bona fide* commercial advertisers. On the contrary. A newspaper's value as an advertising medium is directly in proportion to the conscientiousness with which it discriminates between news and advertising. Its righteousness at a mere casual mention of an advertised article is contrasted with its liberality toward other classes of business enterprises which are just as commercial as soaps and cigarettes, though going under the name of sports or amusements.

But, at the best, that accidental publicity is at least the newspaper's own work. It has not been promoted by the beneficiaries. It is to them a gift of the gods. But there is another far too large volume of free publicity not so untainted. Its presence in newspaper columns snatches the last vestige of sincerity from an otherwise admirable newspaper ethic. This is the releases run at the request of business houses, corporations, public utilities, benevolent societies, theatrical managers, and many publicity-seeking individuals. The motive here is different. There is no circulation-building power in this stuff. It is the result of various forms of pressure brought to bear on the newspapers, ranging from the obvious tricks of the press agent to the more dignified and skillful technique of the public relations counsel.

Newspapers deserve a certain amount of sympathy in their complex problem of paid advertising and free publicity. Many new factors enter into it as a result of our peculiar civilization, so that it is no longer a simple matter to draw the hard and fast line.

One such factor is the devices for duplication, which add enormously to the power of advertising and furnish the machinery for capitalizing it. Two of these devices are the syndicate and the movie, which confer, among other things, the privilege of being in two places at the same time.

The venerable ex-president of Harvard and a popular moving-picture star died the same day. Dr. Eliot received a decent tribute from the newspapers, but Rudolph Valentino's passing was chronicled with a blazon of headlines and a fullness of detail once reserved for an assassinated President. This publicity had the logical result of stirring the herd mind, and the crowds descended on the funeral in droves. It used to be argued whether advertising created a demand or supplied one. It does both. The voluminous publicity produced a great outpouring of morbid curiosity, and the newspaper accounts of the manifestation of this curiosity added others to the mobs. The newspapers created the interest and then made news of the interest they created. Some of them showed editorial uneasiness at the disparity between the space accorded Dr. Eliot and the orgy of publicity spread out for Valentino. The uneasiness was confirmed by protesting letters from readers asking if this discrepancy was a measure of the respective values of the two men to our civilization, or even a just measure of the popular interest.

Dr. Eliot was the focus of a similar comparison some years ago—that time in comparison with a comic-strip artist.

DR. ELIOT lost out in salary against the comic-strip artist and in réclame against the celluloid knight, not because "Mutt and Jeff" and "The Son of the Sheik" are greater services to mankind than turning freshmen into useful citizens, but because Dr. Eliot is denied the rubber-stamp publicity machine.

Henry Ford owes, not his success, but the size of his success, largely to the newspapers. He has received the largest free advertising campaign of any one business man. He was in a position to realize on it.

It is not suggested that the newspapers could or should have handled such things differently. It is hard to determine what is news and what is not, and if the news makes a few people rich beyond calculation with the priceless gift of free publicity, that does not mean that the newspapers should confine themselves to dull topics. Yet one can think of other fields of endeavor which have equal interest, importance, and economic value to us, which receive scant consideration. One might ask why newspapers should give a page daily to organized baseball, from two to four pages to radio, as much to the motor car, at least a column daily to books and the theater, and not have a page or two devoted, say, to electric utilities.

The American home is going to be transformed into an electrically motored, labor-saving housekeeping device by groups of men who are no more selfish in seeking their own profit than fight promoters or movie magnates. Their product is full of interest to us all, concerns our welfare deeply, and will have as far-reaching effect on the way we live as the Dempsey-Tunney slugging match or the Ford tractor. Is it not a subject of importance? Is it not full of human interest? Could it not be featured? True, it would not sell papers, as do the details of Babe Ruth's life, or the fact that Ford pays a week's wages for five days' work. But that is poor consolation for those who live by selling electric utilities instead of baseball or flivvers. Why are not the newspapers moved with one accord to exploit such fields of gainful endeavor on their inherent interest? For one reason, lack of a personality around which to build up their features. Henry Ford, Thomas Edison, Charlie Chaplin, Tex Rickard, Edward Bok, Red Grange, Suzanne Lenglen, Babe Ruth, Irving Berlin, Queen Marie, are all good copy. It is incidental, as far as the newspaper is concerned, that using them for copy presents advertising to the gainful industries with which they are associated.

The newspaper believes that men are not born with an interest in electric utilities. Neither are they born with an interest in baseball. The public concern with certain phases of life has been developed by exhaustive treatment in the news columns. That interest was put there by the newspapers, the same powerful force that has sold so many things to us in paid space. But the paying advertiser is greatly handicapped by the high cost of the space he buys. He cannot do things on the Tex Rickard scale.

GIVEN enough advertising, the public can be interested in anything—especially the American public, already so standardized, so herd-minded, that it is timid about doing or wearing or liking anything that is not endorsed by the crowd. How many of the 60,000 at the World Series, or the 150,000 at Tex Rickard's show, or the hordes that are packing the college stadia, care that much for baseball, or prize fights, or football, and how many go only because they learn from the newspapers that they are supposed or expected to care? It is a hundred years since Edmund Burke christened the newspapers the "Fourth Estate," and Napoleon said that four hostile newspapers were more to be dreaded than an army. The power of the press was puny then compared with the mighty engine of publicity we have today, an engine which is apparently getting out of control. Like the fisherman in the Arab tale, the newspapers have opened the bottle; they are appalled by the djinni that has come out, the djinni of publicity; they do not know how to control it, what to do with it, or even how to coax it back into the bottle.

Half a Million Cans of "Bean Hole Beans" Sold in Iowa in *Three Months!*

Van Camp Introduces New Product Through Des Moines Register and Tribune

Unknown in August . . . today a staple seller with forty-two jobbers and thousands of Iowa grocers.

That's the story of the success of the Van Camp Products Company in introducing "Bean Hole Beans" to Iowa.

Seventeen carloads . . . 14,000 cases . . . a half a million cans of a new food product were sold in Iowa within ninety days. The Des Moines Register and Tribune, single-handed, with its 190,000 daily and 160,000 Sunday circulation, carried the "Bean Hole Bean" advertising over the state.

The circulation of The Des Moines Register and Tribune, over 190,000 copies daily, reaches every third family in the state of Iowa. It has subscribers in every county and practically every postoffice in the state . . . and this circulation is confined to Iowa . . . less than 1% outside the state.

The most efficient way to sell Iowa is to start your sales efforts at Des Moines, the state's commercial center, and then spread out over the state—paralleling the circulation of The Register and Tribune.



What Van Camps Say:

"We expected our 'Bean Hole Beans' campaign in The Register and Tribune to sell 7,000 cases by the end of this year. Our sales up to Dec. 1st are double our quota and we've a month to go. Your wonderful coverage in Iowa, we feel, is in a great part responsible for this gratifying sales record. When you told us of the confidence of the Iowa jobber and grocer in the selling power of your advertising columns, we thought you were overly enthusiastic. Now we feel that you understated your case."

A. L. Fessler
Advertising Manager of
Van Camps Products Company

Des Moines Register and Tribune

Planned Advertising

Six men go to work

WHEN you have this agency build an advertising and marketing plan for you, six men roll up their sleeves and tackle your problems for three months. They promise you nothing but their best efforts. But their brains never yet have failed to produce advertising thought that is worth many times the prearranged fee.

Specific!

AFTER studying your organization, from raw material to profits, we submit our recommendations in specific form; finished layouts; copy policy; merchandising counsel; and exact estimates of how much it will cost you to achieve the goal we have set up.

Intelligent!

BEYOND the plan there is no obligation. You are not obliged to retain us to execute the campaign we have laid out. If you *do* retain us, we can tackle your problem quickly but intelligently. We have gone out into the field and studied it. We know what we are talking about.

Reasonable!

WITHOUT charge we would like to send you Mr. Hoyt's address "The Preparation of a Marketing Plan." A few minutes with it will convince you of the reasonableness of "Planned Advertising."

CHARLES W. HOYT COMPANY
Incorporated
116 West 32d St., New York
Boston Springfield, Mass.
Winston-Salem, N. C.

PLANNED ADVERTISING
Reg.U.S.Pat.Off.

America Takes to the Road

[CONTINUED FROM PAGE 24]

done had created the desire to visit Minnesota, but the railroad had not benefitted when desire was followed by action.

LAST summer Yellowstone Park had nearly, if not entirely, the biggest season in its history; but there was a noticeable falling-off in the number of people who came by rail. The experience of the railroads leading to the Park is that it does not pay to advertise the Park within a radius of 500 miles of it. Not that people will not come in response to the advertising. They will—but not by rail.

It is in California that the change in the vacation-habits of the American people is most evident. Every up-and-coming town in the State has its "tourist camps"; and there was—and is—a good deal of rivalry between these communities in their efforts to make "tourists" feel at home. Some places went so far as to provide accommodations which were, really, better than those offered by many a small-town hotel. Facilities for cooking, bathing and laundering were furnished as a matter of course. Usually, no charge was made for a stay of two or three days; but if visitors remained longer, they had to pay—not very much, to be sure, but something. Life in a tourist camp does not appeal to finicky people or to those who feel that they have to be very careful about their social position. But it has a very strong attraction for men and women who are not finicky and who don't know what the words, "social position", mean. The outdoor life, the utter lack of responsibility, the freedom from the restraints of everyday existence—these make all kinds of a hit with the average middle-class American. They explain why tens—yes, hundreds—of thousands take to the road for months at a time. In certain sections of the United States, at certain times of year, there are so many people on the road that one wonders who is left at home to do the work. And, make no mistake about it, this determination to see the world is growing. More and more, men and women are finding that they can break away from the regular round, the daily grind. To what lengths this spirit of *wanderlust* will go, nobody knows. But that it is part and parcel of the life of today is beyond question.

I have my own theory as to what is back of all this restlessness and I submit it for what it may be worth. When I was "our advertising man" for the best railroad that ever turned a wheel, the railroads had a monopoly of the job of arousing people's desire to travel. Nowadays, they haven't. The automobile manufacturers, the tire manufacturers, the oil refiners—to say nothing of the Chambers of Commerce of a thousand communities—have taken

Your Salesmen

should have as good tools as these—



GEM BINDERS are built right to hold Testimonial Letters. Sales Bulletins, Photographs, Price Sheets and similar material. GEM BINDERS aid the Salesman in conveying that Good First Impression.

GEM BINDERS are not just covers, they are expanding loose leaf binders fitted with either our patented flexible staples, binding screw posts or paper fasteners.

They are easily operated, hold their contents neatly and compactly, fit nicely into a traveling man's brief case.

GEM BINDERS in Style "GB" are covered with heavy quality Art Fabrikoid; they can be washed, if necessary, for the removal of hand stains, without affecting the surface color or finish of the material.

May We Submit Specimens for Inspection Purposes?

THE H. R. HUNTTING CO.
Worthington Street
SPRINGFIELD, MASS.

it away from them. They are doing far more and, I think, better advertising than the railroads ever did. Furthermore, in every tourist camp, in every resort-hotel, at every wayside resting-place, men who have taken to the road exchange experiences and, by so doing, incite one another to extend their wanderings. My guess is that ninety-nine and nine-tenths per cent of the automobilists in the United States are unpaid advertising agents. Night and day, they tell one another, "You just oughtta go there". And they do.

What chance has railroad advertising against that sort of thing?

It isn't only the "roadsters" who live up to the belief that the railroads are no longer a factor in travel. The Chamber of Commerce of many a town and city seems to think so, too. A couple of years ago, for reasons that need not be detailed here, I asked a friend who was then a resident of an important city in the Northwest this question, "How's travel to Puget Sound, this summer"? Because he is that kind of man and really wanted to give me the information I asked for, he referred my letter to the secretary of the local Chamber of Commerce. That gentleman mailed me a bunch of printed matter, including road-maps of several Northwestern states. And he assured me, in a specially-written letter, that I would not have the least trouble in making the trip. "The roads", he said, "are excellent."

Apparently, it never entered his head that I might wish to cross the continent by one of the four railroads which entered his city.

For every column of railroad news in the average daily newspaper, you will find anywhere from one to a dozen pages of automobile news. Motor-trips are described in detail, with maps and illustrations of scenery *en route*. The delights of this, that or the other "Trail" are set forth at length. In other words, the publicity men for the automobile manufacturers and the tire manufacturers and the oil refiners and the thousand and one communities which do their own advertising, these days, have run away with the railroads. Is it any wonder that America has taken to the road? Rich man, poor man, beggar man, thief!

Mistakes Manufacturers Make

[CONTINUED FROM PAGE 28]

answered, "our real object is to make a sure market for our output, instead of being at the mercy of other retailers."

We saw that we were in for a long educative session with this man. It took us a number of days before we could make him comprehend our position.

"A manufacturer who really knows his business," we told him, "must give his attention to manufacturing, which

if you want
to see what we
mean by
progress in the
local field
look at the
latest A. B. C.
statements of
the Detroit Times
and its week day
competitors
and see how we
stand now in
city circulation.



Letters that Sell

Can you write them?
Want to know how?

These days everybody has to write letters and all letters aim to sell something—goods, services, good-will. And letters that sell have to be good letters. "Drool" won't do, nor "pap." Letters today have to be the kind that walk right up to folks and make them say "Yes, indeed!"

S. Roland Hall has a reputation for expertness in writing such letters. In his four meaty volumes he shows you how he has learned to get results. And he has the teaching knack, too. He can teach you a good deal of what he knows. Illustrations: actual experiences. The genuine article by a man who has been through the mill.

S. ROLAND HALL'S
LIBRARY OF
PRACTICAL Business Writing

Four volumes, 1272 pages, 5 x 8, fully illustrated, library binding. $1.00 in ten days and $2.00 monthly for five months.

In addition, these helpful books deal with writing business items for newspapers, articles for magazines, the editing of house organs, writing effective advertisements, making surveys, preparing reports, etc.—information that every business and professional man needs.

Examine it free—Send no money

Judge the value of this dollars-and-cents set of books for yourself. The coupon below will put them on your desk.

McGraw-Hill Free Examination Coupon

McGRAW-HILL BOOK CO., INC.
370 Seventh Ave., N. Y.

You may send me the S. ROLAND HALL PRACTICAL BUSINESS WRITING LIBRARY for ten days' free examination.

If the books are satisfactory, I will send $1 in ten days and $2 a month until your special price of $11 has been paid. If not wanted, I will write you for shipping instructions.

Name .....
Address .....
Position .....
Company .....
A.F. 12-29-26

is a science and an art all by itself. Being a merchant, and particularly running chain stores, is another and entirely different field of activity. It calls for a different type of mind, a different temperament. The same brains cannot head both of them with the best success. What is more, such a situation is anomalous in itself. It will be but a short time before the question will have to be decided (and will be decided, in practice) as to whether the chain of stores is the dog that wags the tail, or the tail that wags the dog. Such a thing as making a precise balance between two activities of this kind may be possible theoretically, but certainly not practically. Inevitably the store will have to sell merchandise of a kind and at a price it would not stock if it were not operating as a chain store system; and, conversely, the manufacturer would soon be doing things he would not do if he were solely an efficient manufacturer. An inevitable collison of interest would occur, and the enterprise would almost certainly fail to be a success, or as successful as it should be."

Many chain stores, as well as some manufacturers, are toying with this idea of the double function; and a department store sometimes plays with all three.

Is it, then, the ripest merchandising-banking judgment that a chain store organization or a department store should not do any manufacturing at all?

No; it is entirely possible that certain items which are easily manufactured, which have a sufficient volume and are of a type which the consumer does not very specifically want by trade-marked reputation, a distributer can quite logically manufacture. It should also be said that this number of items is every year growing less.

Second, should a manufacturer ever, then, consider expanding into a chain selling plan?

IT is my own belief and that of many other bankers that an unqualified "no" is the answer to this question, unless the manufacturer is ready to make the distributing end his main business. Concentration in manufacture is the modern idea, and it is almost completely impractical for a single manufacturer to handle a chain store system economically. There are scores of manufacturers today who are doing this, particularly in the shoe and hat fields; and, in fact, there are some manufacturers who operate *several* chains, one for cheap grades and one for high grades. It is no disproof of the principle that a few concerns exist which have made a success of the plan. Judged rightly, however, some of the apparent successes are *not* successes; and others, if properly analyzed, show that they are primarily one thing or another, and are not actually trying to be both.

In these days of continuing expansion, distribution changes, consolidations and mergers, it is well to understand some of the principles.

Bakers Weekly A.B.C.-A.B.P. New York City
NEW YORK OFFICE—45 West 45th St.
CHICAGO OFFICE—343 S. Dearborn St.
Maintaining a complete research laboratory and experimental bakery for determining the adaptability of products to the baking industry. Also a Research Merchandising Department, furnishing statistics and sales analysis data.

Jewish Daily Forward, New York
Jewish Daily Forward is the world's largest Jewish daily. A.B.C. circulation equal to combined total circulation of all Jewish newspapers published. A leader in every Jewish community throughout the United States. A Home paper of distinction. A result producer of undisputed merit. Carries the largest volume of local and national advertising. Renders effective merchandising service. Rates on request.

Folded Edge Duckine and Fibre Signs
Cloth and Paraffine Signs
Lithographed Outdoor and Indoor Displays
THE JOHN IGELSTROEM COMPANY
Massillon, Ohio Good Salesmen Wanted

TESTIMONIALS
Speaking of testimonials, here's one we appreciate: *"I don't see how you do it. Our photostats are back almost before we realize the letters have been turned over to you. Real service."*
Let us prove that for you. You want photostats when you want 'em. We get them to you.
Commerce Photo-Print Corporation
80 Maiden Lane New York City


SELLING AID
Send 10c for proofs 500 cuts and plans for making your ads pay better.
SELLING AID
616 N. Michigan Ave., Chicago


FREE Book on **A SALES AID**
Your salesmen should show skeptical prospects the testimonial letters and orders received from satisfied customers—they supply proof and get the orders. Don't leave testimonial letters lying idle in your files—give them to your men and increase sales through their use. *Send for a copy of booklet today.*
AJAX PHOTO-PRINT CO., 31 W. Adams Street, Chicago

EST. 1887 BAKERS HELPER CHICAGO
A.B.P. and A.B.C. Published Twice-a-month
Bakers' Helper has been of practical service to bakery owners for nearly 40 years. Over 75% of its readers renew their subscriptions by mail.
New York Office 17 E. 42nd St.
431 S. DEARBORN ST., CHICAGO, ILL.

AJD & COMPANY LIMITED
The Only "Denne" in Canadian Advertising
We give "on the spot" Counsel and Service in your Canadian Advertising, based on years of practical experience in this field. Ask our advice on methods and media.
A. J. DENNE & Company Ltd.
Reford Bldg. TORONTO.

Personal Experience with the Trade is the Conclusive Way to Appraise Newspaper Advertising

If national Newspaper advertising is *not* the strongest *sales* medium, you don't need to consider it

—but, if national Newspaper advertising IS the strongest sales medium, competition will eventually secure your recognition.

Meanwhile, why not do a little traveling, a little field work? Get acquainted with the trade—wholesale and retail.

They *know* that practically everybody in their territory reads the local Newspapers every day, every week, every month, year after year.

They *know* that practically everybody does *not* read magazines.

They *know* that the medium reaching the largest number of their customers just naturally sells the most goods.

Invest in Newspaper Advertising

E. Katz Special Advertising Agency

Established 1888

Publishers' Representatives

Detroit
Atlanta
New York
Chicago
Kansas City
San Francisco

The OPEN FORUM

Individual Views Frankly Expressed

Although the discussion of "Who Shall Interview the Publication Representative" was officially closed with Mr. Campbell's summing up in the December 15 issue, letters continue to pour in. Feeling that the following are worthy of our readers' attention, we hereby prolong the discussion even at the risk of being tedious.—Editor.

The Telephone Solicitation

SOLICITATIONS by a host of publication representatives who drop in, nearly every one a good fellow, are not taking all of our time; what remains is consumed in the attempt to stave off appointments over the phone. Mr. Lemperly has my fullest sympathy, but I doubt if circumstances have made him the liar I confess these phone calls have made me. It may not be nice to become a liar, but you will have to admit it has its advantages.

"Pittsburgh is calling," says the Wheeling Steel Corporation operator. "Hold the phone."

"Put them on," I say, but that doesn't mean anything. I say it just to keep busy while I prevent the phone from dropping upon the floor.

Then follows the usual party to party repartee between operators; finally the William Penn comes on to the line, and I hear my girl friend, the operator, tell my operator, "Just a minute." At the expiration of that time I present my credentials and the young lady at the William Penn seems satisfied and tells me also, "Just a minute." By rights, because she knows me, I shouldn't kick at her taking five minutes before coming back on the line, sometimes with the voice of a publication representative but more often to confess that her party is out and she will have to call me later. I have to give her credit. She never fails to call again!

We receive much helpful information from publication representatives, but it is impossible to assimilate all of the facts, or whatever might be described to us, and repeatedly we suggest that all publication data in our interest be presented to our agency. We depend rather largely upon the recommendations of our advertising counsel and make this plain to publication representatives, but in the majority of cases they are insistent that we do listen to them, telling us they have already seen our agents, have them convinced and sold, and must necessarily take the matter up with us in detail.

If careful judgment will not solve the problem it will at least alleviate the burden of it. Representatives who call have their rights whether their calls be in person or by phone, but such rights should not subject those of others. Experience tells us how to be selective that we may listen to those to whom a reception is obligatory, and courtesy and frankness help a lot in explaining to others that the time may not be convenient. We either have the time or we do not, and that ends the matter. If we have to carry work home it is our own fault; we have not managed our time properly.

J. L. GRIMES, *Advertising Manager*,
Wheeling Steel Corporation,
Wheeling, West Va.

Too Many Follow-Ups

IT seems to me there are two sides to this question. First, the publication representative has a right to be seen. I take this viewpoint because we have representatives traveling throughout the country and we feel that they too have a right to be seen by their prospective customers.

Second, the advertising manager also has a right to arrange his work to the best advantage to his company and himself.

The reason this question has come up, I believe, is because the majority of publication representatives are by no means salesmen. Often they do not know what they are selling.

I believe, however, that every advertising manager should listen to representatives whenever he can. It is impossible for the busy advertising manager to keep in touch with all of the changes that publications, and particularly farm publications, are making these days; therefore, the representative usually has a real story if he will but tell it briefly and quickly and not try to repeat everything his advertising director sends him.

It is my policy never to keep a publication representative waiting if it is possible to see him immediately. If I cannot see him, I usually prefer to get him on the office phone and tell him frankly that I will be "tied up" for several hours, and suggest that he stop in on his next trip, or if possible briefly state what he has in mind over the phone.

In connection with each list we make, I usually tell each representative that I will give him all the time he needs to tell his story to us once, but after he has told his story completely, we would much prefer that he would not make follow-up trips once or twice a week as most representatives seem to think is necessary.

HENRY J. BARBOUR, *Adv. Man.*,
Fairbanks, Morse & Co.,
Beloit, Wis.

Unintelligent Lost Motion

IT is a fine test of the capabilities of a man who is entrusted with the spending of many thousands of dollars of his firm's money, as to whether or not he can keep in actual contact with the changing circulations, conditions and opportunities which presumably he is supposed to weigh before authorizing expenditures. Surely this is an important part of an advertising manager's or director's job, and it would seem logical, that if he finds himself unable to devote a sufficient amount of time to this work, he has entered another sphere of activity, and should be replaced by someone who has the ability and authority needed.

Most publishers' representatives will agree, I believe, that there is tremendous waste of time and money in this business. Undoubtedly a great deal of it is due to lack of intelligent thought, fear of losing contacts, and unreasonable demands for constant reports from the home office on the part of the publisher's representative.

Probably this lost motion and waste will occur as long as people are sometimes unintelligent. However, there are many bright spots in each territory, where advertising managers and those who buy space have by their own ability, intelligence and strength, made it possible for representatives to do their job quickly and thoroughly and with a feeling that time wasting and fruitless discussion are not to be tolerated; also, with the feeling that they have not been sidetracked.

Publishers have found that cooperation pays, and if discussions such as this result in less waste of time and money, they themselves would benefit tremendously.

As long as there is lack of organization and "rule of thumb" space buying, there will be lack of organization and unintelligent space selling, with consequent loss of time, money and effort to all concerned.

FRED L. B. FOOTE, *Associate Manager*,
"Life,"
New York

AKRON—18½ Million

OVER eighteen million dollars will be spent in 1927 for public buildings and improvements to take care of the steady growth of the Akron Market. This is the largest sum so spent since the abnormal post-war period.

For new buildings $10,165,000 will be spent as follows:

M. O'Neil Co., Department Store	$3,000,000
Union Depot	4,000,000
Summit County Schools	1,000,000
St. Thomas Hospital	800,000
New Children's Hospital	500,000
City Hospital Annex	300,000
New Post Office	565,000
	$10,165,000

For public improvements $8,365,000 will be spent as follows:

New viaduct	$2,365,000
Sewage disposal	6,000,000
	$8,365,000

The total, $18,530,000, does not include any of the numerous additions to Akron's tire factories or other industrial plants which have been announced recently.

No matter what your product, the growth in the Akron Market which made these millions of dollars worth of improvements necessary, is a growth that will increase the demand for your product.

The Akron Beacon Journal has more than kept up with this growth. Its circulation increased 9,007 net paid in the past year.

The Akron Beacon Journal is far ahead of any other newspaper in completely covering the Akron Market, both in circulation and advertising. Include it in your schedules to carry your message to the market that is spending $18,000,000 in 1927 on public buildings and improvements alone.

AKRON BEACON JOURNAL

Member of The 100,000 Group of American Cities

STORY, BROOKS & FINLEY, Representatives
New York San Francisco
Philadelphia Chicago St. Louis Los Angeles

1st in Ohio—8th in U. S. in advertising linage among six-day evening newspapers.

"Business As Usual"

Means Business Running Ahead in Dallas

The period of business achievement that began for Dallas right after the war shows no signs of ending.

1926 will undoubtedly prove to have been Dallas' greatest business year—retail, wholesale and manufacturing.

Bank debits for Dallas to Nov. 1 exceeded those for the same period of 1925 by more than thirty-five million dollars.

Advertising gains in The News and The Journal have brought these papers to another peak.

The News' gains to the end of the year will almost reach a half million lines. The Journal's gains passed that figure on November 30.

These gains are continuing steadily right up to the end of the year. There is every reason to believe that they will continue throughout 1927.

Dallas - - the keystone market of the Southwest

The Dallas Morning News

The Dallas Journal

An optional advertising combination

HOTEL EMPIRE

New York's newest and most beautifully furnished hotel—accomodating 1034 guests

Broadway at 63rd Street.

ROOM WITH PRIVATE TOILET $2.50

ROOM WITH PRIVATE BATH $3.50

DIAMANT typography is set by hand and head. Usually, the changes are so few that the first proof is the last proof. Here, you get a finished advertisement the first time. Diamant knowledge will serve you well *and it costs no more!*

Write for booklet

E. M.

Diamant

Typographic Service

195 Lex. Ave. CALedonia 6741

Industry Honors James H. McGraw

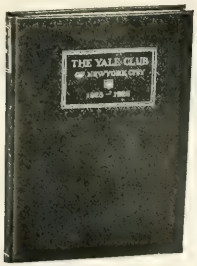
MORE than 1000 guests, engineers, publishers, advertising men, educators and industrialists generally, gathered at the Hotel Astor, New York, on the evening of Dec. 17 to honor James H. McGraw, president of the McGraw-Hill Publishing Company. The occasion was a banquet given by Mr. McGraw's associates in honor of

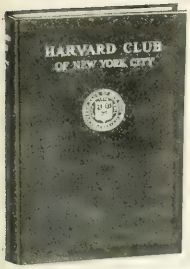


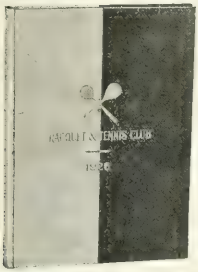
© McGraw-Hill Publications

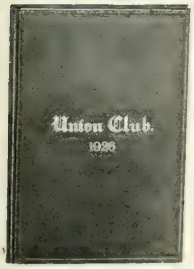
his sixty-sixth birthday and the completion of his fortieth year in the business paper publishing field.

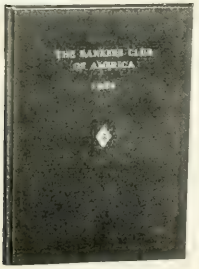
Five speakers were introduced to the gathering by John W. Lieb, president of the New York Edison Company, acting as toastmaster. These were selected as representatives of the various fields served by the fifteen McGraw-Hill engineering and industrial publications. Each spoke briefly on behalf of his field and detailed the service to that field of Mr. McGraw and the powerful organization which he has built up. Willits H. Sawyer, president of the American Electric Railway Association, opened the program with a testimonial from the members of his organization, to be followed by Gen. Guy E. Tripp, chairman of the board of the Westinghouse Electric & Manufacturing Company. Charles L. Edgar, president of the Edison Illuminating Company of Boston, represented the power industry, and Dean Dexter S. Kimball, of the Cornell School of Engineering, represented the field of engineering in general. Edward J. Mehren, vice-president of the McGraw-Hill Company, concluded the program of testimonial speakers, and Mr. McGraw made a short address. Arthur Williams, New York Edison Co., was chairman of the committee that arranged the dinner.











These books list the members of five exclusive New York Clubs

Yale
Harvard
Racquet
Union
Bankers

To 2,500 of these men, 500 in each club, we wrote simply "Do you read Judge?" Of all who replied

68.7% read Judge

Several hundred took the trouble to write at greater length how much and why they liked Judge.

If your article has the qualities for this kind of an audience it will pay you to advertise it in Judge.

Judge

Management of

E. R. Crowe and Company, Inc.

New York **Established 1922** **Chicago**

Marketing

THINK what a raft of things must be done to and for your product after it is manufactured but before it gets into the hands of the well-known ultimate consumer.

To impinge but lightly on but a few of the things that marketing embraces, I would remind you that the design, the style, the efficiency and the finish of your product are factors of its marketability.

The service you render a customer after the sale affects your marketing of future goods to him and his familiars.

The education, information, courage and cooperation that you give to your salesmen are a part of your marketing.

Anything and everything that you do to make your goods more wanted and more easily obtained come under the head of marketing.

Your advertising is a factor of marketing, surely.

The cost of marketing must be kept within due bounds. And here, indeed, advertising performs yeoman duty.

Before one will purchase of you he must know about you and your goods. Advertising is the cheapest means of telling 'em who, what and where you are. It is station BUSINESS broadcasting buying impulses to the world.

Without advertising's adequate aid the cost of your product would be greatly increased. To illustrate, at 2c letter postage, it would cost $600 in postage alone to tell 30,000 prospects what a swell house yours is and what dandy machinery or supplies it turns out. Yet, to reach those same 30,000 prospects with a page advertisement costs only $150, one-fourth the cost of the letter route.

Yes, advertising is one of the main piers in the foundation of successful marketing.

A. R. Mayer.

for
INDUSTRIAL POWER
608 So. Dearborn Street
Chicago, Ill.

INDUSTRIAL POWER offers a coverage of 42,000 plants; proven reader interest of the right sort, and a good record of tangible results. It being our sole aim and object in life, we would "love" to tell you all about it.



Wells Writes About "Advertisement"

H. G. Wells' latest book, "The World of William Clissold," carries on its "jacket" as well as on its title page the words "A Novel at a New Angle." And in a note before the title page, Wells explains why his book "is a work of fiction, purely and simply." To me, it does not make a bit of difference whether the book is or is not a novel for I find it enormously interesting. I go further and say that I am inclined to believe that Wells has produced something which, fifty or a hundred years hence, will be regarded as the most illuminating and self-revealing book of the period in which we live. For, for the first time, an author of the first rank, makes clear the tremendous part that advertising plays in modern life.

Clissold's brother Dickon, you should be told, is what Wells calls an "advertisement agent"; and not once or twice, but a dozen times and more, Wells puts into his mouth words which express his (Dickon's) abiding conviction that advertising could do no more than anything else to make this a heaven on earth. Listen to this: "We (advertisers) and we alone have the ear of the world. We can dictate what shall be known and what shall not be known, what shall exist and what shall not. We can educate the people or degrade the people, exalt right things and humble base things. We can be the guide, philosopher and friend of the common man. Why should we not rise to the full height of our possibilities?"

And this: "Are we never to reach beyond motor-cars and medicines, cigarettes and pickles?"

This, too: "He began to think of advertising less and less as an adventure, and more and more as an integral social function, with obligations and standards of its own."

Another One

Attracted by the sign "Nothing in this store over 10 cents," a Scot entered a Woolworth Store and asked the floorwalker, "Whair, my guid mon, is your overcoat department?"

A Faster Tempo

I went to the opera last night and heard and saw—principally, saw—Mozart's "Magic Flute," which, let me say for your information, was presented for the first time in Vienna in 1791.

I could not help contrasting it with such modern operas as "Madame Butterfly," "Tosca," "Boris Godounoff," "Cavalleria Rusticana" and "Pagliacci," which, though they may be no more melodious, are infinitely more tragic.

One could sit through a dozen "Magic Flutes" without having one's emotions stirred in the slightest; but that is impossible if one attends the operas of Puccini, Leoncavallo or Mascagni. They tear, they thrill, they move. They are, of course, the expression of the age in which we live—an age when life is keyed in a far faster tempo than was the case a hundred years ago.

"Variety"

I doubt if there is another trade journal which so completely dominates its field as *Variety*.

It violates every rule and tradition which the general run of publishers accept as sound. It is badly printed. Its English is awful—awful. Nowhere else, will you find anything like it. Yet if you want the truth, the whole truth and nothing but the truth, regarding practically everything that is taking place in the theatrical world, read *Variety*. It's there, if anywhere.

Many a trade journal publisher would find it to his advantage to read *Variety* occasionally, in the hope that he might discover "what makes it work."

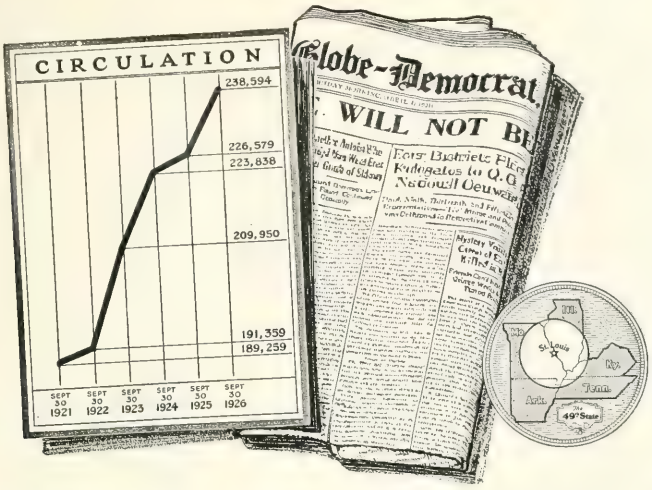
Off Their Beat

Henry Ford, almost everyone admits, has carried the principle of mass-production farther than any other man and by so doing, has built for himself a fortune which makes that of Croesus look like the proverbial nickel with a hole in it. And in their respective fields, Burbank, Edison, Burroughs, Muir and a hundred others who might be listed, have achieved greatly.

But I, for one, am quite unwilling to admit that these men's opinions and beliefs on things outside of their own particular field are entitled to any more consideration than anybody elses'.

When Ford talks about mass-production, I listen intently. When he talks about history, economics or government, my inclination is to ask, "What does he know about such things?" And I feel pretty much the same way when Edison talks about religion.

JAMOC.



How Do Your Sales in The 49th State Compare with This Record of Continuous Growth?

The St. Louis Globe-Democrat is St. Louis' Largest Daily - - - now by an Even Wider Margin

The circulation of The St. Louis Globe-Democrat has climbed to a new high peak of advertising value.

238,594 families now look to The Globe-Democrat each day for the news of the world and buying suggestions.

How does your sales increase in The 49th State compare with the gains of The Globe-Democrat?

Are you out to make 1927 a bigger, better year? *The Newspaper of The 49th State* can help to send your sales curve upward.

It covers this responsive, accessible market as no other advertising medium even claims to do. Reaches 27,289 more families than the second St. Louis daily.

It covers St. Louis, *plus* the whole vast area which this great metropolis serves — radius 150 miles.

This is the real St. Louis market. Nothing less.

In the words of Ralph B. Wilson, vice-president of The Babson Statistical Organization:

> "In the case of St. Louis, the city is a real economic center, the focus of countless industrial, commercial and financial forces representing the economic life of a whole vast area. For this reason the situation and outlook in St. Louis has an importance far beyond city boundaries."

In 198 thriving 49th State towns of more than 1,000 population 20 per cent or more of the families read the daily Globe-Democrat.

Here is coverage which no amount of money can buy in any other St. Louis newspaper.

The Service and Promotion Department and the Research Division of The Globe-Democrat have obtained some remarkably helpful selling information for advertisers interested in building business profitably in The 49th State. Probably no other newspaper in America has attempted a market trade analysis of comparable scope and value to the advertiser.

St. Louis Globe-Democrat

The Newspaper of The 49th State

Member of The Associated Press

ADVERTISING REPRESENTATIVES

NEW YORK: Room 1200, 41 Park Row; Phone: Cortl'd 0504-5, F. St. J. Richards

CHICAGO
360 N. Michigan Blvd.; Phone: State 7847; Guy S. Osborn, Inc.
332 So. La Salle St.; Phone: Wabash 7770; Charles H. Kasell, Financial Advertising

DETROIT
3-341 General Motors Building
Phone: Empire 7810; Jos. R. Scolaro

SAN FRANCISCO
First National Bank Building
C. George Krogness

LONDON
Dorland Agency, Ltd.
16 Regent Street, S. W. 1

Not content with its existing lead in professional circulation—nearly two thousand more than its nearest competitor—The ARCHITECTURAL RECORD is showing a steady and substantial monthly gain in a field whose members are not themselves appreciably increasing in number.

On request—latest A.B.C. Auditor's Report—new enlarged and revised edition of "Selling the Architect" booklet—latest statistics on building activity—and data on the circulation and service of The Architectural Record with sample copy.

(Net Paid 6 months ending December, 1925—11,537)

The ARCHITECTURAL RECORD
119 West Fortieth Street, New York, N. Y.
Member A. B. C. Member A. B. P., Inc.

What Advertising Can Do

[CONTINUED FROM PAGE 40]

created a new buyer; you have widened the market for securities and assisted to that extent in reducing further distributing costs.

By this "fringe" market I do not mean the $100 buyer—that is, the wage earner who, aware of his insecure future, stints and saves, yet in all probability will never be anything other than a $100 buyer. It is doubtful if he can ever be a profitable customer, and there is a very real question, moreover, whether he ought not, in view of his limited surplus, put his money in the savings bank rather than into bonds. Nor do I mean the man who can buy only a $500 bond now and then, but who will never buy anything more. Unless he gives promise of developing into a larger buyer, and unless advertising can do practically the whole selling job, even he can hardly be a profitable prospect—at least not under present profit margins. I have in mind, when I refer to this outer market, that considerable section of our population which is earning substantial salaries, which has a surplus over reasonable living requirements, but which, driven by the great American quest of "things," consumes most of its current income without sufficient thought as to how its standard of living is to be maintained in the period of lessened personal income that must some day follow; the family, in short, that is investing nothing at all or perhaps $1,000 a year when it should be investing $5,000, or $5,000 when it should invest $10,000.

IT is in this field that advertising can be most effective. Without advertising support, salesmen find it a difficult market to cultivate profitably. With advertising, it represents our greatest opportunity for widening our market and cutting our selling costs. Much of our present advertising is ineffective in this field. The offering advertisement, for instance, whether the solemn syndicate advertisement, or the stereotyped card offering—leaves the recipient cold if, in fact, he even sees it. Our impressive lists of securities, our prating about how old we are, how honest we have been, and how respectable our ancestors, fail to register. He needs, primarily, to be convinced of the importance of investing, of conserving for future needs a larger part of his present income. Remember, we are in competition for his dollars with the fellow who has something that will satisfy an immediate craving in his heart: the new Rip Roarin' Eight, the Sunset-Club-on-the-Ridge, the De-Luxe-Round-the-Word-Tour. We are in competition with the life insurance agent, with the real estate agent, with the multiplicity of new things which individually may



Keeping in close touch with the Far West's advertising activities

is possible through reading the 120 to 150 page monthly issues of Western Advertising. Specializing in food and community advertising; general articles on markets, selling technique; reproductions of characteristic western advertisements, covers in color, special art features; hundreds of news items, etc., etc. Complete your list of necessary advertising literature by subscribing now—trial subscription six months, $1.00.

WESTERN ADVERTISING
564 Market Street · San Francisco
[A subscription placed now will include the Annual Review Number (February)—big value in itself.]

Sales Counsel

Without bias; nothing to sell but the facts, and 20 years of experience in many industries. J. George Frederick is probably the best known and most authoritative sales counsellor in the United States today.

The Business Bourse
J. George Frederick, Pres.
15 W. 37th St. (Wisconsin 5067) New York
In London, Business Research Services, Ltd.



not amount to much but collectively cut deeply into the average income.

If we are to make a real advertising impression on this great market, the potentialities of which are relatively untouched, we must do something more than merely talk in terms of specific offerings, with their first liens, net incomes, legal opinions, and what not; we must dislodge these people from their feeling of false security. Maybe they are earning $25,000 a year, but what good is it doing them if they are only building up a standard of living, departure from which must inevitably be made without a property accumulation sufficient to replace their personal earnings; when they get sick, get old, or get fired—all not remote possibilities. We must sell them on the necessity of a second income; we must sell them an investment program; we must appeal to their pride, to their love of family; to their plain common sense.

All this can be done without in any way reflecting on the established ethics, dignity or conservatism of the business. The banks have done it, and suffered nothing more alarming than large increases in business. Alert insurance companies are doing it; some of the bond houses are doing it; and it is significant that those who are doing it best are those who are more than maintaining their places in the sun.

The Architect Says O. K.

[CONTINUED FROM PAGE 21]

But common sense tells you you are better off if you make it easy for him to file your advertising. Therefore Moral No. 2: Use this file number.

Consider also the possible choice of magazines reaching the architect. You have available seven journals reaching this field nationally. The immediate answer is: duplication. About 30,000 copies of these magazines, according to their statements, go into less than 9000 separate offices, or an average of slightly over three to an office. But, on closer analysis, you will find some clearly marked divergency of appeal among these media. You will find three main types of editorial approach: (1) the "plate" type of magazine, in which illustrations predominate, especially adapted to clipping and filing; (2) the "text" type, in which reading matter predominates; and (3) the "drafting room" type, which, by reason of sketches, specification details, and "human interest" items, appeals mainly to the drafting and specification work of the profession. Such an analysis leads us to a certain conclusion. If you, as an advertiser, are going to use more than one architectural paper, you cannot, of course, avoid circulation duplication. But you can avoid editorial duplication, at least in part. Gauge your selection of media, if possible, to cover the men interested in each type



picture readers —all!

THE day's work over, the little ones tucked safely in bed, the evening before her, *but*—rather fagged out.

You have something to sell her, something she may quite definitely want. Perhaps you can sell it in one sentence, perhaps it will take a thousand words.

But you'll never even have the chance to sell—unless her eye strikes something sufficiently startling to make her mind stop, look and listen—picturize!

For three generations we have helped advertisers, publishers and printers to make their pictures TALK. The best picture in the world is no better than the photo engraving that reproduces it.

Gatchel & Manning, Inc.

C. A. Stinson, *President*

[Member of the American Photo Engravers Association]

Photo Engravers

West Washington Square ~ *230 South 7th St.*

PHILADELPHIA

Squibb Doubles O. H. Space for 1927

Twenty-four ORAL HYGIENE pages will carry Squibb copy next year—of which twelve pages will be devoted to Dental Cream as in 1926; the other twelve pages will be devoted to Squibb's Cod-Liver Oil.

Squibb, like so many other advertisers, large and small, has discovered that dentists read ORAL HYGIENE attentively. Direct response *proves* it. Squibb copy has never run in special position either. It runs anywhere in the book. And the enquiries flow continuously to the Squibb general offices in New York.

ORAL HYGIENE

Every dentist every month

1118 Wolfendale Street, N. S.
PITTSBURGH, PA.

CHICAGO: W. B. Conant, Peoples Gas Bldg., Harrison 8448
NEW YORK: Stuart M. Stanley, 62 West 45th St., Vanderbilt 3758
ST. LOUIS: A. D. McKinney, Syndicate Trust Bldg., Olive 43
SAN FRANCISCO: Roger A. Johnstone, 155 Montgomery St., Kearny 8086

The STANDARD ADVERTISING REGISTER

Gives You This Service:

1. The Standard Advertising Register listing 7,500 national advertisers.
2. The Monthly Supplements which keep it up to date.
3. The Agency Lists. Names of 1500 advertising agencies, their personnel and accounts of 600 leading agencies.
4. The Geographical Index. National advertisers arranged by cities and states.
5. Special Bulletins. Latest campaign news, etc.
6. Service Bureau. Other information by mail and telegraph.

Write or Phone

National Register Publishing Co. Inc.
R. W. Ferrel, Mgr.
15 Moore St. New York City
Tel. Bowling Green 7966

of paper. Moral 3: Spread your appeal.

Now we proceed to the actual physical presentation of your story to the architect. The architect stands guard over the quality of the stuff that goes into his clients' buildings. Ever since this architectural Cerberus was a pup we have been told that he lived in a two-dimension world as far as printed matter went: 8½ x 11. His mania for this size was rather reasonably predicated on the fact that it fits his files. Why not conform to his preference? Why not make your material 8½ x 11, or so that it folds to that size? If you do he may file it. If you do not he is pretty certain not to. Nothing that you can do outside the file number will be more potent to encourage filing. And if you think that nearly all advertisers do conform to letter size, or anywhere near it, ask some charitable architect for a truck load of his cast-off mail. Moral No. 4: "8½ x 11."

Likewise, remember that the architect is not carried away by pretty pictures; he is not responsive to the same stereotyped "art" treatment that appeals to the layman or the executive in other lines. Draftsmanship is the alpha and omega of art with him. Scatter through your stuff a goodly percentage of drawings, scaled drawings done by a draftsman, so that, wherever possible, he can slip that drawing under tracing paper. Give him details—then more details—and don't skimp on the dimensions. He wants to know how big it is, how strong it is, how it is put together, and if it fits his space. The construction of your product is vital to him. Be practical—and you will be persuasive. Moral No. 5: Give him "drafted" details.

Right along this line there is another tangible service many manufacturers can render the architect in connection with their product. Furnish him, in printed form, the specifications covering the product and its installation. This makes it easy and convenient for him to specify your brand by adapting your specifications to his own. And it makes the use of your product preferred to that nameless one—"or equal." Moral No. 6: Furnish architecturally worded specifications.

A VERY significant matter, as affecting both magazine and mail advertising directed to the architect, is the trend away from the accepted standards of display advertising toward "reference" advertising. This trend, by the way, is remarked in certain other trade fields besides the architectural. "Catalog" presentation is often being resorted to: less selling talk, more bare facts and brass tacks. Reference advertising, as it appears both in trade journals and in class catalogs, is differentiated from advertising in the display sense in that it does not intrude or force attention; it tells rather than sells. In its application to your architectural prospect, it possesses one vital advantage: its whole makeup points to

Sweater News and Knitted Outerwear
The Underwear & Hosiery Review
Tie-up
Your Consumer Campaign with Trade Publicity
for Sample Copies address:
KNIT GOODS PUBLISHING CORP
93 Worth Street New York City



HOTEL ST. JAMES
109-113 West 45th St., New York City
Midway between Fifth Avenue and Broadway
An hotel of quiet dignity, having the atmosphere and appointments of a well-conditioned home. Much favored by women traveling without escort. 3 minutes' walk to 40 theatres and all best shops.
Rates and booklet on application.
W. JOHNSON QUINN

If it's sound selling and advertising it's an
EINSON-FREEMAN WINDOW DISPLAY
511 E. 72d St.
Rhinelander 3960
New York City
Specializing in window and store display advertising

LAUNDRIES

Use tremendous quantities of steam plant, electrical, office, automobile delivery and other equipment.

1927 Power Laundry Directory listing 7600 plants with street addresses and names of owners in most cases, Ready Dec. 15 . . $15.

The STARCHROOM LAUNDRY JOURNAL —monthly trade journal—over 200 pages, covers this industry.

The Starchroom Publishing Co.
420 Commercial Square, Cincinnati, Ohio

the purpose for which it is intended—to be laid away as useful information, not thrown away as "another piece of advertising." Some old-timers will go so far as to tell you that the reference slant is the cornerstone of good architectural advertising. Moral No. 7: Consider the "reference" angle carefully.

And with this bare half dozen adages we bring to a close our homily. Rudimentary stuff, you say? But, dear sir, only the great frequency with which you violate these axiomatic corpses leads me to disinter them.

Art versus Advertising

[CONTINUED FROM PAGE 27]

Art work, when once good enough to be clear and reasonably appetizing, cannot improve the pulling power of the average advertisement more than two or three per cent, or possibly when there is a special value in the illustration as such, the figure has reached eight per cent or ten per cent. So if a total of only a few thousand dollars is to be spent for advertising space on one certain illustration, and a reasonably good cut can be secured for $50, it becomes, in my judgment, extravagance to order a $250 drawing. Where the expenditure on a single advertisement runs into $50,000 or $100,000, the expense of getting the *very best* artists to make the very best possible drawing is utterly inconsequential.

But the above refers *only* to a drawing of the *"Ding an sich,"* not to extraneous art effects. For it is a fact provable from statistics:

We will gain in results by throwing away much of the illustrative art work appearing in our magazines today; in fact, I believe practically *all* of the extraneous art work.

Consider first of all the decorative border, a *sine qua non* of much magazine publicity. It is supposed to give "class" to an ad. In reality, it is a pure pest; it is a label to set your copy off from the reading matter, to call attention to the fact that it is an advertisement, to block the reader and turn his eyes away (since he does not buy magazines and newspapers to read the advertisements, but to read the editorial matter). The fancy frame is an attention-killer, far more serious than its mere waste of space; and the bigger and more ornate the border is, the worse it is. On that particular point mail order houses can present ample evidence in cold figures, and the figures are in such shape that it follows mathematically that the same principle applies to every other kind of advertising.

A fancy border is usually but the first step in the direction of making hash out of a simple picture of merchandise.

For example, a high grade artist who has specialized on shoes has drawn a beautiful shoe. But to satisfy the advertiser, he must put silk curtains back of the shoes, some Louis XV furniture

AA

This Changing of Agencies Is it Sound Practice?

THE agency that has just lost an account says; "no." The one that secures it says: "yes." An agent's viewpoint is seemingly a bit biased. Therefore, I'll not venture a view point, but cite an instance.

Two years ago we first called on one of New York's big building material concerns. Last August the account was finally placed with us. The President, however, took pains to make it plain that he had absolutely no fault to find with his former agent, of long standing. He changed, simply because in the *broadened stage* of their business, we as specialists in the building material field, had a knowledge, an experience and a proven service, that particularly met his Company's *expanded needs.* Furthermore, he liked the idea of the personal service, which, as a so called "small agency," he was convinced we could give.

To this instance let us add that a number of our accounts have been with us 14 years. Two for 21 years, which is the number of years we have specialized in the advertising of building materials.

TUTHILL ADVERTISING AGENCY

L. W. C. TUTHILL, *President*
1133 BROADWAY
NEW YORK

In the Lumber Field

It's the American Lumberman

Established 1873
Published Weekly CHICAGO, ILL.

WINDOW DISPLAYS

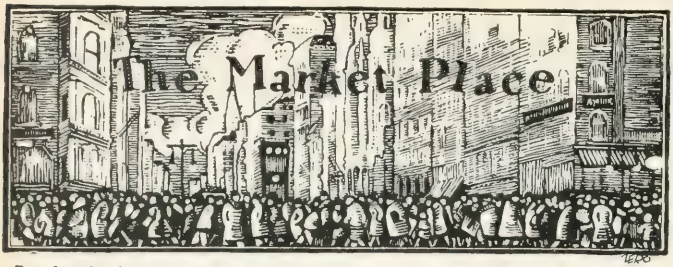
which are designed and built to combine mechanical perfection with attractiveness and selling power. They

ADVERTISE and SELL

the Merchandise of the retailer and the manufacturer.

Write for descriptive circular and traveling display plans for Mfrs.

CHESTER MECHANICAL ADVERTISING CO., Inc.
430 West 45th St. New York, N. Y.



Rate for advertisements inserted in this department is 36 cents a line—6 pt. type. Minimum charge $1.80. Forms close Saturday noon before date of issue.

Multigraphing

Quality and Quantity Multigraphing, Addressing, Filling In, Folding, Etc.
DEHAAN CIRCULAR LETTER CO., INC.
120 W. 42nd St., New York City
Telephone Wis. 5483

FOR **SERVICE** Telephone Barclay 3355
Multigraphing
Mimeographing
Addressing **BUREAU**
19 Park Place, New York City
All Orders Called for and Delivered

Position Wanted

Young Advertising Assistant seeks better connection. Even tempered and thorough. Available January 1st. Address Box No. 431, Advertising and Selling, 9 East 38th St., New York City.

A TRADE PAPER SALES EXECUTIVE AVAILABLE

A managing sales executive of an established and highly successful group of Trade Papers is available January 1st.
This man has been a successful advertising manager, sales manager and advertising agent—for the last four years he has built up an enviable reputation as a salesman of Business Paper Space. Broad gauged, enthusiastic, experienced, he is looking for a big job, bigger than he has now. Address Box No. 428, Advertising and Selling, 9 East 38th St., New York City.

New England representative for firm of nationally advertised product, desires to discontinue traveling. Familiar with wholesale drug and department store trade. Experienced sales director and advertising manager. Thirty-nine, married and with especially good references. Address Box No. 435, Advertising and Selling, 9 East 38th St., New York City.

THE THIRST OF YOUTH

Most thirsty of human beings for accomplishment is the youth about to convert learning into dollars.
Having entered advertising only after serious thought, this young man for four years studied methods and absorbed ideas.
His layouts are effective, his choice of typography pleasing. With proper environment he will become a good copywriter.
Christian, 28; married. Now conducting manufacturer's advertising department but seeks more exacting connection.
Address Box No. 436, Advertising and Selling, 9 East 38th St., New York City.

Help Wanted

ADVERTISING SOLICITOR wanted by trade paper published in New England. We desire a young man of good personality. Give full details, including age, education, experience and present earnings. All replies treated confidentially. Address: Box 432, Advertising and Selling, 9 East 38th St., New York City.

CHICAGO MANAGER. A publisher of three class papers of national circulation who closed his Chicago office during the War, is ready to re-open the Chicago office because of the growth and the plans now being developed for the extension of the business. The territory has been covered to this point by the home office.
Applicants should please state advertising experience, with age, educational preparation, salary expected, etc. Address Box No. 434, Advertising and Selling, 9 East 38th St., New York City.

Art Service

ADVERTISING ART

Lettering, Line, Figure, Black and White work for Newspapers and Magazines on Free Lance Basis. H. Westphalen, 256 Church St., New York City.

Press Clippings

ASSOCIATED CLIPPING BUREAUS

offers reliable National or regional newspaper reading service—General offices, One Terrace Buffalo, N. Y.

Miscellaneous

BOUND VOLUMES

A bound volume of Advertising and Selling makes a handsome and valuable addition to your library. They are bound in black cloth and die-stamped in gold lettering. Each volume is complete with index, cross-filed under title of article and name of author making it valuable for reference purposes. The cost (which includes postage) is $5.00 per volume. Send your check to Advertising and Selling, 9 East 38th St., New York City.

BINDERS

Use a binder to preserve your file of Advertising and Selling copies for reference. Stiff cloth covered covers, and die-stamped in gold lettering, each holding approximately 9 issues, $1.85 including postage. Send your Check to Advertising and Selling, 9 East 38th St., New York City.

peeping out between the curtains and a pair of lions above for decorations—that's "atmosphere," you know.*

Now, Mr. Advertiser, if you are running that kind of ad for your shoes, your shirts, your furniture or what not, just have your engraver make you a cut of the merchandise alone, omitting for once the silk curtains, the lions, the ornamental border—then run that advertisement with your shoes, your shirts or your furniture in plain sight, run it once or twice alternately in comparison with the atmospheric shoes—and note the difference in results! (I have positively seen the results doubled and *trebled* by omitting fancy borders and backgrounds.)

IF you are running advertising in dailies for stores, have the stores check up on the calls *accurately* for two weeks; if you are running a magazine advertisement with a little line about sending for a catalog, then see how many *more* replies you get because you are now *displaying your merchandise* instead of displaying your artist.†

When you, Mr. Advertiser, have shown (1) your goods, (2) their use, (3) the result of their use and, perhaps, (4) the result of the failure to use them (showing thus by the *best art work* you can afford to buy for that purpose) and have *proved* something about these goods (by the best possible message in plain English)—

Then you have shown and proved everything that you set out to show and prove when you invested your money in advertising.

*I do not wish to be understood as denying the value of "atmosphere" or "connotation" in language, pictures and possibly to a very slight degree in typography. The right "approach" and a side reference here or there, a few adjectives or expletives perhaps, provided they "connote" something definite, may make a distinct difference in the power of a publicity campaign. But *this* kind of searching for connotative effects, for the *real* atmosphere or aura that surrounds a money-seeking message, is surely something far different from the crude efforts, based on utterly superficial thinking, to secure a "high class" connotation by the device of Addisonian English or by meaningless borders, or by little splashes of the cubistic touch.

†And if some expert tells you that the elimination of your artistic effects "shooed away" the high class customers of shoes, shirts and furniture, then make a check-up of the class of your customers obtained by the simplified common sense illustration of your merchandise—(no fact has been more amply established by mail-order check-ups than this)—and you will find that you have just exactly the same *percentage* of Rockefellers, Morgans and Fords buying your shoes as before and therefore a large *number* of these high-class customers. (By "high class" I assume you mean rich folks, but if you mean the intelligent class, then the principle applies equally and provable from figures that *have* been gathered and that you too can gather:—the "high" class and the "middle" class and the "low" class, financially or intellectually classified, react alike to variations in appeal other than variations in the offer. In this instance, for example, rich and poor all want your shoes and not your curtains or lions.)
I believe I could go a step further and claim that a shrieking type effect (even though to the eye *trained* in typography this recalls "cheap" advertisers) will increase the percentage of "high class" buyers in exactly the same proportion as that of low class buyers. Type effects for *quick* grasp of the *reader's* mind are *extremely* important. The great value of attention getting type amply disproves the nonsense about art in typography for art's sake.

Cash Discount to Advertisers

[CONTINUED FROM PAGE 44]

ly abused, as these and other letters appear to indicate, it ceases to be such an instrument and becomes automatically a rate cutting device and a wholly unbusiness-like institution which quite defeats its own purpose.

Let the newspapers consider carefully the angles of the agency and the advertiser in this matter and, after giving full weight to these viewpoints and the effects which these people predict, let them decide for themselves whether the general abandonment of the discount, under existing conditions, is advisable. And let them remember that, while their own individual action may mean little at the present time, such action, multiplied a few thousand times, would bring about a sweeping readjustment which would threaten the entire advertising structure.

Then, if they decide, upon due reflection, that the discount should be retained, let them make hard and fast rules regarding its operation, and let them enforce those rules right up to the limit. But let them make those rules altogether just to the other parties. Let them remember that the date set for the payment of the cash discount must be so placed as to give the agency every possible opportunity to make good.

The agency does not exist for the sole purpose of paying the bill of one particular publisher; it handles a number of diverse accounts and must act as a clearing house for a great deal of money. The advertiser reads the publisher's rate card, and notices that discount will be allowed on invoices paid by—let us say—the fifteenth of the month. His tendency is to pay at the last possible moment in order to realize the interest on his money as long as possible. Many times he does not realize that it is the agency he pays and that the agency must turn around and pay the publisher. It is comparatively easy for the publisher to enforce this final date with the advertiser, but for the agent to undertake this in the face of the date printed on the rate card, is quite another matter. Why would it not be possible for the publisher to observe *two separate dates* after which the discount becomes void —one for the advertiser and another for the agency? Thus, assuming the rate card date to be the fifteenth of the month, the agent could be allowed the discount until the twentieth. This would give him ample time to turn around and would remove the last point of possible friction here.

Now, take the case of the agents as a group. Let them remember that the cash discount is one of the finest instruments which they have in their hands for the facilitating of their business, but that, when grossly abused, as apparently it has been, it loses entirely its effectiveness and defeats its own purpose. Let them, as a group, remember that it has been undoubtedly the delinquence of some of their members which has aggravated this sore point and undoubtedly been most instrumental in leading up to this move on the part of the publishers which threatens such far-reaching consequences. In order to maintain the *status quo*, the cash discount must be retained, but more than this, *it must be enforced*. All possible pressure should be brought to bear toward this end.

And let the agencies remember that one may ride to a fall more swiftly upon delusions of grandeur than on anything else. If hot competition and an excess of high-powered salesmanship has given any of them the idea that newspapers are to be treated lightly in such matters, as certain practices would seem to indicate, let them get over any such idea as quickly as possible. They (the agencies) are but a part of the advertising structure, and should any such crisis as is here predicted come to a pass, they would be the greatest sufferers in the process of readjustment. Every possible means is necessary to eliminate the friction which has been aroused, and the wholehearted cooperation and understanding of everyone is necessary toward this end.

For the material on which this article is based we are indebted to the following: Charles W. Hoyt, president, Charles W. Hoyt Company., Inc.; Stanley Resor, president, J. Walter Thompson Co.; Herman A. Groth, secretary-treasurer, Wm. H. Rankin Co.; St. Elmo Massengale, president, Massengale Advertising Agency; Carl P. Johnson, president, Johnson, Read & Co.; Earnest Elmo Calkins, president, Calkins & Holden; T. E. Moser, president, Moser & Cotins; S. Roland Hall; James Albert Wales, president, Wales Advertising Co.; Frank Presbrey, president, Frank Presbrey Co.; Allen Collier, president, Proctor & Collier Co.; Mac Martin, president, Mac Martin Advertising Agency; David G. Evans, president, Evans, Kip & Hackett, Inc.; John B. Bissell, president, Bissell & Land; K. L. Hamman, president of three affiliated advertising agencies; Ernest I. Mitchell, president, Mitchell-Faust Advertising Co.; H. S. Gardner, president, Gardner Advertising Co.; John Ring, Jr., president, John Ring, Jr., Advertising Co.; B. E. Chappelow, president, Chappelow Advertising Co.; Charles Lansdown, treasurer, H. E. Lesan Advertising Agency; M. P. Bates, advertising manager, Life Savers, Inc.; C. F. Beatty, advertising manager, New Jersey Zinc Co.; R. K. Leavitt, secretary-treasurer, Association of National Advertisers; E. T. Hall, vice-president, Ralston Purina Co.; Everett R. Smith, advertising manager, Fuller Brush Co.; Cy Norton, advertising manager, Strathmore Paper Co.; S. E. Conybeare, asst. sales manager, Armstrong Cork Co.; Robert F. Wood, advertising manager, The Autocar Co.; S. E. Jones, asst. secretary, James S. Kirk & Co.; P. F. Wiggin, asst. advertising manager, Vacuum Oil Co.; Karl E. Kirby, advertising manager, Coleman Lamp Co.; Martin L. Davey, president, Davey Tree Expert Co.; W. G. Werner, advertising manager, Procter & Gamble Co.; Carl F. Propson, promotion manager, Bausch & Lomb Optical Co.; A. L. Shuman, vice-president and adv. director, *Fort Worth Star-Telegram;* J. W. Hays, business manager, Memphis *Commercial Appeal;* G. J. Palmer, vice-president and business manager, *Houston Chronicle;* Frank G. Huntress, president, Express Publishing Co., San Antonio, Texas; F. B. Bull, manager national advertising, *Birmingham News;* Harvey R. Young, *Columbus Dispatch;* Frank T. Carroll, director of advertising, *Indianapolis News;* S. H. Bowles, publisher, *Springfield Republican;* E. M. Swasey, *American Weekly.*

In addition to those named in this list, communications were received from several men prominent in the advertising field who asked that their names be withheld.

Meet the Wife

[CONTINUED FROM PAGE 30]

change things much. You know, gentlemen, as my wife was saying to me the other day, coupons must be pretty good or so many big advertisers wouldn't be using them.

"Have another cigar, Mr. Garfinkle.

"Well, gentlemen, I guess that's all. I'm sure you won't mind making the few little changes I have suggested. You have done some mighty good work and I want to compliment you on it. After you've made these little changes I have suggested, we'll have another good rousing, round table discussion like we have had today. Have another cigar, Mr. Garfinkle. I must run along. Have an appointment. Like to stay and chat with you, but as my wife says, we can't always do what we want to do. Good bye!!"

The door slammed. Six men sat still and silent. You could have heard a hair pin drop.

Jenkins Memorial

ON behalf of the Metropolitan Advertising Golf Association, the officers have sent a memorial to the family of Walter Jenkins, to express their feeling of loss. A copy of the text of this memorial is reproduced below:

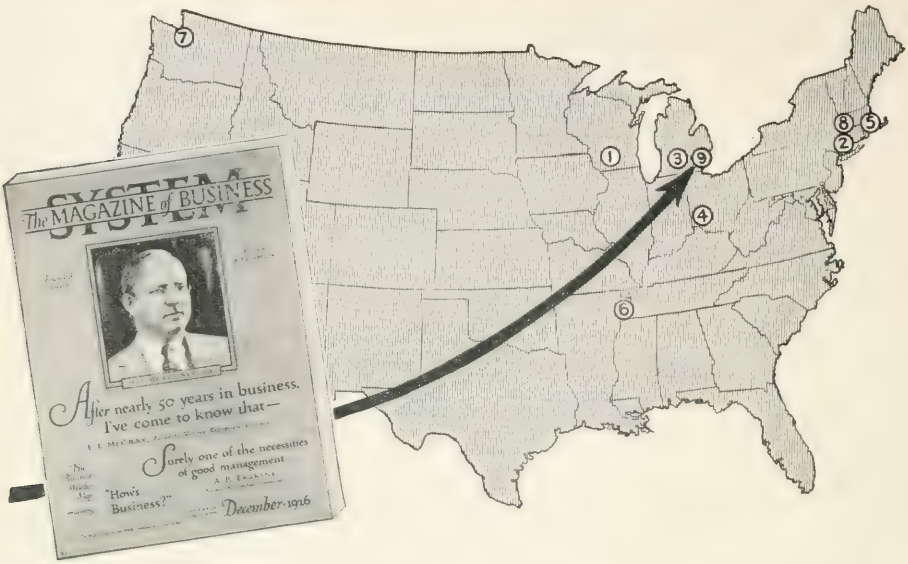
WALTER JENKINS

Beloved as he was by a host of friends, this group yet feels that it shares peculiarly in the heritage of warm memories which he left. To honor him and to cherish that heritage, we bear witness here to the warmth and depth of his personality.

Chosen to be our President for the ensuing year, Walter Jenkins had already officered this Association during three consecutive years, as Secretary, as Treasurer, and as Vice-President. That vote of confidence and affection which we expressed so often while he lived, we now repeat in memory of the man whom we will miss so sadly through the years to come.

THE METROPOLITAN ADVERTISING GOLF ASSOCIATION

(The memorial sent to the family is signed with the names of the 199 members of the Association.)



In DETROIT

—your market is rated fourth best in the United States. In addition to producing 83% of the motor cars manufactured in this country, Detroit leads the nation in 26 other lines of business. Detroit executives are responsible for an annual production of $1,500,000,000; they control the purchases of material and equipment for 2,500 industrial plants employing 570,000 wage-earners.

In this great Detroit market, 81% of the subscribers to SYSTEM The MAGAZINE of BUSINESS are in the executive groups responsible for successful operation.

PROPRIETARY	
Owners	415
Partners	194
CORPORATE OFFICIALS	
Chairmen of Boards	5
Directors	1
Presidents	528
Vice-Presidents	176
Treasurers	170
Secretaries of Corporations	74
Bank Cashiers	25
OPERATIVE EXECUTIVES	
General Managers and Assistant General Managers	359
Superintendents and General Foremen	187
Sales and Advertising Managers	167
Comptrollers, Auditors and Accountancy Executives	106
Financial Executives	92
Professional Men	55
Office Managers	50
Purchasing Agents	47
Credit Managers	36
Traffic Managers	2
Personnel Managers	1
Sub-total (81%)	2690
OPERATING AND MISCELLANEOUS	
Salesmen	294
Office Employees	192
Miscellaneous	142
Total (100%)	3318

Because an average of over 80% of the circulation of SYSTEM The MAGAZINE of BUSINESS goes to business executives, this magazine offers an economically direct approach to the buying points of business.

CHICAGO SYSTEM The MAGAZINE of BUSINESS NEW YORK

This is the ninth of a series of analyses of circulation in typical cities. If you missed the first eight analyses, write for copies today!

The NEWS DIGEST

A complete digest of the news of advertising and selling is here compiled for quick and convenient reference ☞ The Editor will be glad to receive items of news for inclusion in this department ☞ Address ADVERTISING AND SELLING, Number Nine East Thirty-eighth Street, New York City

CHANGES IN PERSONNEL

Name	*Former Company and Position*	*Now Associated With*	*Position*
Stuart Campbell	R. H. Macy & Co., New York, *Art Dir.*	Ray D. Lillibridge, Inc., New York	*Art Dir.*
Andrew Melvin	Ray D. Lillibridge, Inc., New York, *Art Dept.*	Same Company	*Ass't Art Dir.*
Charles P. Pulliam	Rollins Hosiery Mills, Des Moines, Ia.	The Everwear Hosiery Co., Milwaukee, Wis.	*Vice-Pres. & Dir. of Sales*
John A. Cronin	"Mills Supplies," Chicago, *Associate Editor*	"Packing & Shipping," Chicago Office	*Western Mgr.*
J. D. Mugford	Various Companies in England	The Corman Co., New York	*Copy*
Paul C. Hunter	"Film Fun," New York, *Adv. Mgr.*	"Smart Set" & "McClure's" New York	*Adv. Staff*
Norman Heffron	Holeproof Hosiery Co., Milwaukee, Wis. *Adv. Mgr.*	The Geyer Co., Dayton, Ohio	*Acc't Executive*
James H. Thompson	B. Altman & Co., New York *Vice-Pres.*	Resigned	
W. K. Field	Pittsburgh Coal Co., Pittsburgh, Pa. *Pres.*	Resigned	
J. D. A. Morrow	Pittsburgh Coal Co., Pittsburgh, Pa. *Vice-Pres. in Charge of Sales*	Same Company	*Pres.*
Albert Gleiser	Burberry's Ltd., London, England *Representative*	Christian Science Monitor Boston, Mass	*Paris Mgr.*
Earl S. Crawford	Lamson Co., Syracuse, N. Y., *Sales Dept.*	Z. L. Potter Co., Syracuse, N. Y.	*Jr. Acc't Executive*
Jesse H. Neal	Associated Business Papers, Inc., New York *Executive Sec'y*	Resigned	
F. M. Feiker	Society for Electrical Development, Inc., New York, *Vice-Pres.*	Associated Business Papers, Inc., New York	*Managing Dir.*
Donald Harris	Associated Business Papers, Inc., New York *Ass't to Executive Sec'y*	Associated Business Papers, Inc., New York	*Adv. Mgr.*
W. G. Schaefer	The Blackman Co., New York	Einson-Freeman Co., Inc. New York	*Art Consultant*
C. W. Churchill	Buick Motor Co., Flint, Mich., *Sales Dir.*	Same Company	*Gen. Sales Mgr.*
G. D. Smith	Payne, Burns & Smith, Inc., New York *Partner*	Wm. H. Rankin Co., Inc., New York	*Vice-Pres.*
T. G. Brennan	American Sugar Refining Co., New York *Adv. Mgr.*	Phenix Cheese Corp., New York	*Adv. Mgr.*
Frank Otte	Eastman Kodak Co., Rochester, N. Y. *Adv. Dept.*	Sibley Lindsay & Curr Co., Rochester	*Adv. Mgr.*
A. M. Taylor	Franklin Automobile Co., Syracuse, N. Y. *Adv. Mgr.*	Same Company	*Sales Pro. Mgr.*
C. M. Griffith	William Wharton, Jr., & Co., Easton, Pa. *Sales Mgr.*	Same Company	*Vice-Pres.*
R. T. Hodgkins	Rickenbacker Motor Co., Detroit *Sales Mgr.*	Federal Motor Truck Co., Detroit	*Dir. of Sales*
E. E. Sheridan	American Colortype Co. of Illinois, Chicago *Vice-Pres.*	Resigned	
A. R. Abelt	Chain Belt Co., Milwaukee *Mgr. of Chain Sales*	Same Company	*Adv. Mgr.*
W. H. Brandt	Chain Belt Co., Milwaukee *Adv. Mgr.*	Same Company	*Ass't Sec'y*
W. H. Brown	Fallis, Inc., Cincinnati *Vice-Pres. & Gen. Mgr.*	Resigned	
Constance Eldridge	The Corman Co., Inc., New York	"Children, The Magazine for Parents," New York	*Sales Staff*
A. H. Walsh	"The Independent," Boston	"Review of Reviews" & "Golden Book," Boston	*Adv. Staff*
Ross Crauford	The Lay Co., New York	Evans, Kip & Hackett, Inc., New York	*Copy*
Fred Freeman	Sunset System, San Antonio, Texas. *Art Director*	Albert Frank & Co., New York	*Art Staff*
A. M. Carey	"International Studio," New York *Adv. Mgr.*	Percival K. Frowert Co., Inc., New York	*Vice-Pres.*
J. R. Llewellyn	"Cleveland Plain Dealer," Cleveland, *Ass't Classified Adv. Mgr.*	Same Company	*Office Mgr.*
C. W. Fuller	"Photoplay Magazine," New York, *Adv. Mgr.*	"College Humor," New York	*Associate Adv. Dir.*
W. J. Callahan	"New York Journal of Commerce." *Adv. Staff*	"New York Evening Telegram"	*Promotion Department*
Nat C. Wildman	James H. Rothschild, Inc., New York. *Vice-Pres. & Business Mgr.*	United Adv. Agcy. New York	*Vice-Pres.*

An IMPARTIAL OPINION

. . . From a survey of New York newspapers made by The New Yorker, the recently established and highly successful weekly journal of the metropolis

NO ONE, inside or outside the newspaper business, will challenge the right of THE NEW YORK TIMES to be named first in any consideration of the metropolitan press.

It has not the largest circulation, nor does it lead in volume of advertising in all classifications. It has, however, in thirty years under its present ownership brought together one of the largest homogeneous groups of intelligent, well-to-do and responsive readers ever won by any newspaper.

Its first function, it conceives, is news-giving. Features, opinions, even orders for advertising, must give way before the pressure of the day's events.

No mere parochial or insular standard of news suits THE TIMES. It takes the world for its district. And not only the visible world, but the invisible, for the researches of science into the unknown are reported as thoroughly and competently as are the murders in Mott Street or the mysterious policy of China. Explorer and archaeologist, chemist and astronomer, bacteriologist and engineer, all have learned to rely upon THE TIMES to inform the layman of their discoveries, and to tell them what their fellows are doing—always accurately, with restraint and respect for scholarly truth. THE TIMES is an essential tool to the business man, a public document to the statesman, a contemporary record to the historian, a reference bulletin to the shipper, the lawyer, the realtor, the financier, an inspiration to the educator, and to all other newspaper men an unfailing source and worthy model.

Foresight, energy and enterprise have enabled it to tap every spring of news in the entire world. Its men range far with assignments which are definite and yet leave play for individual initiative and talent. Skill and decency in training and handling men have equipped it to present the news with clarity and vigor. Courage in the use of space, lavishness, at times, but always governed by a fit sense of proportion, have made it notable for thoroughness and balance, each story being stressed for what it is worth, no more, no less. The human race has never had a newspaper so comprehensive.

Little wonder, then, that THE TIMES has a daily circulation of the highest intellectual quality, rising to 360,000 on week days and 600,000 on Sundays. Little wonder, too, that it enjoys an advertising prestige that is international.

No advertising campaign is properly built in New York unless THE TIMES has at least been given thorough consideration. There are many campaigns in which it is not a primary medium, but if it is not used, the reason for not using it ought to be positive. The burden of proof is not on THE TIMES; it is on the advertiser.

Advertising & Selling · The NEWS DIGEST · Issue of Dec. 29, 1926

CHANGES IN PERSONNEL (*Continued*)

Name	Former Company and Position	Now Associated With	Position
A. J. Cogswell	M. P. Gould Co., Inc., New York, *Art Director*	Wm. H. Rankin Co., New York	*Art. Dir., New York Office*
Joseph A. Payez	Meredith Publications, Des Moines, Iowa, *Eastern Office*	Same Company	*Eastern Mgr.*
James J. Devine	Devine-MacQuoid Co., Inc., New York *Sec'y & Treas.*	Same Company	*Pres.*
Dennis L. Regan	"New York Evening Journal," New York *Research & Merchandising*	The Industrial Group, New York	*Adv. Staff*
Arthur H. Deute	The Borden Co., New York, *Gen. Sales Mgr.*	Barton, Durstine & Osborn, Inc., New York	Effective upon Mr. Deute's return from South America
Charles H. Barr	Crocker-McElwain Co., Holyoke, Mass. *Sales Pro. and Adv. Mgr.*	Resigned	
F. E. Lyon	Lord & Thomas and Logan, New York	Procter & Collier Co. New York	*Prod. and Research*
Joseph H. Wadsworth	The Sperry Flour Co., San Francisco, *Adv. and Sales Pro. Mgr.*	Resigned	
R. Lewis	Shartenberg's, Pawtucket, R. I.	Danielson & Son Providence, R. I.	*Copy*
Robert W. Allen	Allen A. Co., Kenosha, Wis.	Same Company	*Pres.*
W. E. Hawkins, Jr.	The R. M. Hollingshead Co., *Brooklyn Branch Sales Mgr.*	Doyle, Kitchen & McCormick, New York	*Merchandising Adviser*
J. N. Kirk	Thermoid Rubber Co., Trenton, N. J.	World Bestos Co. Paterson, N. J.	*Sales Mgr.*
Stephen W. Petacci	Sweet & Phelps, Inc., Chicago *Vice-Pres. in Charge of Prod.*	South Bend Lathe Works So. Bend, Ind.	*Adv. and Sales Pro. Mgr.*
Homer W. Miller	Hunt-Helm-Ferris & Co., *Adv. Mgr.*	Merrill, Price & Taylor Inc., Chicago	*Acc't Executive*
R. G. Johnson	"Times-Union," Albany, N. Y., *Business Mgr.*	Same Company	*Gen. Mgr.*
S. J. Levin	Columbia Direct-Mail Advertising Corp., New York, *Pres.*	Resigned	
H. S. Percy	Gibson-Snow Co., Inc., Albany, N. Y.	G. F. Austin & Co., Norwalk, Conn.	*Sales Dir.*
N. W. Barton	Olds Motor Works, Lansing, Mich., *Sales Mgr.*	Peerless Car Co., Cleveland.	*Factory Sales Dept.*
A. Wonfor	The Geyer Co., Dayton, Ohio	Prather-Allen Adv. Co. Cincinnati	*Copy*
F. A. Neighbors	The F. R. Steel Co., Chicago	Carroll Dean Murphy, Inc. Chicago	*Space Buying Dept.*

CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS

Name	Address	Product	Now Advertising Through
John Reid & Co.	Chicago	*Leather*	Merrill, Price & Taylor, Inc., Chicago
Greene-Brown Mgr. Co.	Chicago	*Brown "B" Eliminator*	Merrill, Price & Taylor, Inc., Chicago
Gabriel Steel Co.	Detroit	*Steel*	The Fred M. Randall Co., Detroit
The Delotex Rug Co.	Oshkosh, Wis.	*Rugs*	Edwards, Ewing & Jones, Inc., New York
The General Excavator Co.	Marion, Ohio	*Combination Shovel, Dragline & Crane*	The Jay H. Maish Co., Marion, Ohio
W. F. McLaughlin	Chicago	*Coffee*	Turner-Wagener Co., Chicago
Link-Belt Co.	Chicago	*"Link Belt" Chains & Conveying Machinery*	Campbell-Ewald Co., Chicago
The Lamson Co.	Syracuse, N. Y.	*"Ice-Maid" Electric Refrigerators*	Joseph Richards Co., Inc., New York
The Pheno-Bromate Chemical Co.	Newark, N. J.	*"Pheno-Bromate"*	Fred'k A. Spolane Co., New York
The Indian Lake Boat Co.	Lima, Ohio	*"Dart" Motor Boats*	Charles F. Dowd, Inc., Toledo, Ohio
The Standard Electric Stove Co.	Toledo, Ohio	*Electric Ranges*	Charles F. Dowd, Inc., Toledo, Ohio
The John O. Gilbert Chocolate Co.	Jackson, Mich.	*"Gilbert's" Chocolates*	Charles F. Dowd, Inc., Toledo, Ohio
The Kent-Owens Machine Co.	Toledo, Ohio	*Milling Machinery*	Charles F. Dowd, Inc., Toledo, Ohio
Tokheim Oil Tank & Pump Co.	Ft. Wayne, Ind.	*Oil Storage Equipment*	Charles F. Dowd, Inc., Toledo, Ohio
The Guaranty Mortgage Co.	Tampa, Fla.	*Bonds*	The Caples Co., Tampa, Fla.
Holmquist-Swanson Co.	Chicago	*Porch Gates & Juvenile Furniture*	Hurja-Johnson-Huwen, Inc., Chicago
Henry Tetlow Co.	Philadelphia	*"Swan Down" & "Pussy Willow" Face Powders*	M. P. Gould Co., New York
The Literary Guild of America, Inc.	New York	*Book Publishing and Selling*	Reimers & Osborn, New York
Kyograph Photo System	New York	*"Kyograph" Photo Paper*	The Evander Co., New York
J. G. Woods, Inc	New York	*Automotive Tools*	The Evander Co., New York
Mme. Greenfield	New York	*Hair Restorer*	The Evander Co., New York
The Sugardale Provision Co.	Canton, Ohio	*Provisions*	The Powers-House Co., Cleveland
The Symphonic Sales Corp.	New York	*Phonograph Reproducers*	Churchill-Hall, Inc., New York
The Southwestern Engineering Corp.	Los Angeles	*Refinery Apparatus*	Smith & Ferris, Los Angeles

FRANK A. ARNOLD

joins

NATIONAL BROADCASTING COMPANY

as

Director of Development

ANNOUNCEMENT is made of the appointment of Frank A. Arnold as Director of Development.

For the last nine years he has been an officer, director and stockholder of the Frank Seaman Advertising Agency, one of the largest organizations of its kind in New York City.

Mr. Arnold has also been one of the lecturers at the Harvard School of Business Administration for six successive years. He has traveled extensively in connection with business investigation and promotion work, making trade and business surveys in Europe, Cuba, Porto Rico and Mexico and also visiting nearly every state and territory of the United States.

Mr. Arnold has been the pioneer among the Advertising Agency Executives in making platform addresses on Radio Broadcasting and has had opportunity of obtaining first hand reactions from the field of unusual value.

Radio Broadcasting, despite its rapid growth, has facing it the need of careful and intensive study in order that its ultimate field may be soundly and constructively developed.

The Director of Development will be concerned not only with existing fields of activity and improved methods of operation as reflected by public opinion, but also in discovering new opportunities for the practical application of Radio based on personal reactions from representative groups.

M. H. AYLESWORTH, *President*

NATIONAL BROADCASTING COMPANY

NEW YORK CITY

Advertising & Selling · **The NEWS DIGEST** · Issue of Dec. 29, 1926

CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS (*Continued*)

Name	*Address*	*Product*	*Now Advertising Through*
The Home Holders Corp.	Los Angeles	*Real Estate*	Smith & Ferris, Los Angeles
Gilmore Oil Co.	Los Angeles	*Refined Oil*	Smith & Ferris, Los Angeles
A. R. Maas Chemical Co.	Los Angeles	*Chemical Products*	Smith & Ferris, Los Angeles
Anglo-California Trust Co.	San Francisco	*Bond Department*	Norman F. D'Evelyn, San Francisco
* S. W. Straus & Co., Inc.	New York	*Bonds*	Doremus & Co., Boston
J. & T. Cousins	Brooklyn, N. Y.	*Shoes*	Harvey, Zoeller & Co., Inc., New York
Lengyel Frères	New York	*Perfumes*	Harvey, Zoeller & Co., Inc., New York
Pitkin Laboratories	Newark, N. J.	*Food Products & Cosmetics*	Z. L. Potter Co., Syracuse, N. Y.
Goulds Mfg. Co.	Seneca Falls, N. Y.	*Pumps*	Z. L. Potter Co., Syracuse, N. Y.
J. F. Friedel Paper Box Co.	Syracuse, N. Y.	*"Protex" Moth Proof Wardrobes*	Z. L. Potter Co., Syracuse, N. Y.
The Leadclad Wire Co.	Moundsville, W. Va.	*"Leadclad" Farm Fence & Roofing*	McAdam-Knapp Corp., Wheeling, W. Va.
Waterbury Cable Service	New York	*Cable Service & Accessories*	Evans, Kip & Hackett, Inc., New York
The Enoz Chemical Co.	Chicago	*"Enoz" Moth Liquid & Fly Spray*	The Green, Fulton & Cunningham Co., Chicago
The New England Confectionery Co.	Boston	*"Necco" Wafers & Chocolates*	J. Walter Thompson Co., New York
The Russel Plan Trust	Chicago	*Realty Investment*	A. R. Johnson Organization, Chicago
The L. O. Thompson Co.	New York	*"Rajah" & "Soiree" Silks*	Lyddon & Hanford Co., New York
The Green Bros. Co.	Springfield, Mass.	*Candies*	Francis M. Waters Adv. Agcy., Inc., Springfield
The Allweather Ventilator Co., Inc.	New York	*Ventilators & Humidifiers*	Gardiner-Mace Co., New York
Henkle & Best	Chicago	*Lighting Fixtures*	Hawes-Campbell Adv. Agcy., Chicago
The Wilson-Bradshaw Co.	Montreal	*Men's Clothing*	The Marx-Flarsheim Co., Cincinnati
The Bloch Bros. Tobacco Co.	Wheeling, W. Va.	*Smoking Tobacco*	The Joseph Richards Co., Inc., New York
The Beaton & Corbin Mfg. Co.	Southington, Conn.	*Floor & Ceiling Plates*	The Steddiford-Pitt Co., New Haven, Conn.
The Chicago Carton Co.	Chicago	*Cartons*	Aubrey & Moore, Inc., Chicago
The Ken-Rad Corp., Inc.	Owensboro, Ky.	*Radio Tubes*	Prather-Allen Adv. Co., Cincinnati
The Salem Rubber Co.	Philadelphia	*Tires*	Nelson Chesman & Co., Inc., New York
Francis Drake Hotel	Minneapolis, Minn.	*Hotel*	W. Warren Anderson Adv. Agcy., Minneapolis
The Standard Drug Products Co. Inc.	Cincinnati, Ohio	*"Dillingham's Plant Juice"*	The Corman Co., New York
Muffets Corp.	Buffalo, N. Y.	*"Muffets" Cereal*	George Batten Co., Inc., New York
A. J. Bates Shoe Co.	Webster, Mass.	*Men's Shoes*	The Arthur Hirshon Co., Inc., New York
S. B. & B. W. Fleisher, Inc.	Philadelphia	*Yarns*	N. W. Ayer & Son, Phila.
The American Tobacco Co., Inc.	New York	*"Blue Boar" Smoking Tobacco*	Harvey, Zoeller & Co., Inc., New York
The Eaton, Crane & Pike Co.	Pittsfield, Mass.	*Writing Papers*	Cowan, Dempsey & Dengler, Inc., New York
Simon Millinery Co.	San Francisco	*"Meadowbrook" Hats*	The Honig-Cooper Co., San Francisco
The Trimont Mfg. Co.	Roxbury, Mass.	*"Trimo" Pipe Wrenches*	N. W. Ayer & Son
Holmes Electrical Mfg. Co.	Chicago	*Radio Equipment*	Hurja-Johnson-Huwen, Inc., Chicago
Peruna Co.	Columbus, Ohio	*Proprietary Medicines*	Pickus-Weiss, Inc., Chicago

*Doremus & Co. will handle the New England advertising. Albert Frank & Co., New York, will continue to handle the account in all other territory.

NEW PUBLICATIONS

Name	*Published by*	*Addreess*	*First Issue*	*Issuance*	*Page Type Size*
"Great Lakes Contractor"	Peters Pub. Co	431 So. Dearborn St., Chicago	Jan. 5, 1927	Weekly	7x10

NEW ADVERTISING AGENCIES AND SERVICES, ETC.

The Advertising Statistics Bureau	126 East 41st St., New York	*Statistical Service*	C. B. Little, Sec'y
William P. Langreich	114 East 28th St., New York City	*Advertising*	William P. Langreich
Joseph Batten	25 W. 43rd St., New York City	*Advertising*	Joseph Batten

PUBLICATION CHANGES AND APPOINTMENTS

Hearst Southern Group of Newspapers, comprising the "News & American," Baltimore; the "Georgian," Atlanta, and the "Times & Herald," Washington, D. C. — Have appointed Rodney E. Boone, as General Manager of National Advertising.

"Examiner," Independence, Mo. — Has appointed the S. C. Theis Co., New York and Chicago, as its National Advertising Representative.

Can YOU read it Yourself?

We know a man who quit eating meat and went vegetarian with almost fanatic fervor. He was so sure of improved health that it seemed to him only a question of time until all thinking people would follow his example.

He was a kind-hearted man and he never passed a meat store without a sympathetic wonder as to what other work the butcher would have to turn to and what type of business would take over his lease.

ABOUT once a year, or such a matter, we find ourselves strongly confronted by the man who is sure that nobody reads advertisements—or the chap who is positive that advertising in magazines and newspapers has swollen to such a volume that only scant attention can be paid to any advertisement.

Weirdly enough, this person is sometimes an advertiser, frequently a salesman, always an individual of active business life.

Such doubts are never expressed by the cloistered scholar, the secluded philosopher, the educator, or the reformer. These classes are only too sure that advertisements are read.

No; it is the busy man of affairs who asks, "Do you seriously believe that any number of people will take time enough to read a page of type? Why, this is not a reading age. People are too hurried, too restless—they haven't time to wade through a lot of reading matter. What is the use of writing and printing all this copy? It won't be read."

It is a little hard to realize that the radio, the telephone, the automobile, the movie, the electric light and the hundreds of electrical appliances have not given people *less* time, but have actually given them *more* time for reading.

But ask the book publishers. Look at the newsstands. Consider the gains in magazine and newspaper circulation. Or—most conclusive of all—look at the advertisements.

One does not pass enormous stockyards and say, "But people do not eat meat." One does not see miles of steel mills and remark, "Do you seriously believe all that steel will ever be used?"

When we see a battery of machines making cigarettes by the million we may not be able to visualize their smoking, but we do not question that they will all be smoked.

Yet there are folks a-plenty who will look at a group of advertisements and solemnly assure you they will never be read.

There is only one sure rule for preventing copy from being read, and that is—"Don't print it." If it's not there, they won't read it; that is certain.

It is possible to cut down the number of readers considerably by being dull. Ten words of dull copy will gain fewer readers than a thousand words of copy that is meant to be read, that is expected to be read, and that deserves to be read.

Advertising of any length is unread only when it is unreadable. But for some strange reason there is plenty of that to be seen. One good test of your copy is, "Can you read it yourself?"

GEORGE BATTEN COMPANY, Inc.

Advertising

Advertising & Selling · The NEWS DIGEST · Issue of Dec. 29, 1926

PUBLICATION CHANGES AND APPOINTMENTS (*Continued*)

Brewster Publications, Inc., New York	Has been sold to a corporation headed by George K. Shuler. The publications included in this sale include "Motion Picture Magazine," "Motion Picture Classic." The company also purchased the copyrighted publishing titles to "Shadowland Magazine," "Movie Monthly" and "Beauty Magazine."
"Post," Denver, Colo.	An evening paper, will publish a morning edition.
"Ceramist," Newark, N. J.	Name changed to "The Ceramic Age." (Effective with January issue)
"Argus," Mt. Vernon, N. Y. and the "Standard-Star," New Rochelle	Appoint Ingraham-Powers, Inc., New York, as their National Advertising Representatives.
"Texas Hardware & Implement Journal," Dallas, Tex.	Has been purchased by the R. C. Printing Company, Dallas.
"Syracuse Journal and Sunday American" and "Albany Times Union"	Appoint Rodney E. Boone, New York, General Manager of National Advertising.
The Associated Business Papers, Inc., New York	Announces the election of the following papers to membership: "Electrical West," San Francisco, Cal.; "The Jobber's Salesman," Chicago; and "Restaurant News & Management," New York City.
"Sun," Scranton, Pa.	Appoints Benjamin & Kentnor Co., New York, as its National Advertising Representative.
"How To Sell," Mount Morris, Ill.	Appoints Young & Ward, Chicago, as its Middle Western Advertising Representative, effective with the February issue.
"Food & Health Education," New York	Which has been published as a part of "The American Food Journal," New York, will become a separate publication, effective Jan. 1, 1927.
"Citizen-Sentinel," Ossining, "Daily Item," Port Chester, "Daily News," Tarrytown, "Statesman," Yonkers, and the "Daily Times," Mamaroneck, N. Y.	Have appointed Ingraham-Powers, Inc., New York, as their National Advertising Representatives.

MISCELLANEOUS

Zonite Products Co., New York	Has taken over the management of the Larvex Corp., Brooklyn, N. Y.
Trademark-Patent-Copyright Bureau, Inc. Washington, Chicago, San Francisco and Los Angeles	Name changed to Minier & Fine.
The Business Letter Co. and Frey, Kenney & Co., Minneapolis, Minn.	Have consolidated into Frey, Welsh & Co.
The Frank G. Morris Co., New York Advertising Agency	Has incorporated and its name is changed to the Frank G. Morris Co., Inc.
The Caterpillar Tractor Co., Peoria, Ill.	Announces the opening of a district sales office and distributing warehouse at Albany, N. Y.
The Robbins & Pearson Co., Advertising Columbus, Ohio	Has opened an office in Dayton, Ohio, at 526 The Dayton Savings Bldg., L. L. Roddy is in charge.
"The Independent Agent & Salesman" Cincinnati	Name changed to "The Independent Salesman."
"Textile World," New York	Has opened a Providence, R. I., office.
Lindeke, Warner & Sons, St. Paul, Minn. Wholesale Dry Goods	Have merged with Finch, Van Slyck & McConville, St. Paul.
The Hanser-Churchill Agency, Inc., New York	Has been consolidated with the H. E. Lesan Advertising Agency, New York.

CHANGES IN ADDRESSES

Advertising Agencies and Services, Publications, etc.

Name	*Business*	*From*	*To*
Alfred J. Silberstein, Inc	Advertising	116 West 32nd St., New York	310 Fifth Ave., New York
The Ambro Co	Advertising	Higley Bldg., Cedar Rapids, Ia	Merchants Nat'l Bank Bldg., Cedar Rapids
Irwin Jordan Rose Co	Advertising	116-120 West 32nd St., New York	183 Madison Ave., New York
Associated Business Papers, Inc.	Association	220 West 42nd St., New York	52 Vanderbilt Ave., New York

DEATHS

Name	*Position*	*Company*	*Date*
C. L. Armstrong	*Vice-President*	The Izzard Co., Seattle, Wash	Dec. 14, 1926
C. R. Erwin	*Chairman of Board*	Erwin, Wasey & Co., Chicago	Dec. 14, 1926
Joseph Newburger	*President*	National Cotton Seed Corp. & Newberger Cotton Co., Memphis, Tenn.	Dec. 17, 1926
George J. French	*President*	R. T. French Co., Rochester, N. Y	Dec. 19, 1926
William M. Benesch	*President*	Isaac Benesch & Sons, Baltimore, Md.	Dec. 20, 1926
J. Henry Haggerty	*President*	Haggerty Refining Co., New York	Dec. 22, 1926
Joseph Crowell	*President*	Theodore Cole, Inc., New York	Dec. 23, 1926

"Intensive Use of Newspaper Advertising Pays"

—SAYS W. K. Kellogg





one of the largest food manufacturers, who spends more money in The Chicago Tribune than in any other publication, magazine or newspaper in the world!

ABOUT 14 years ago the Kellogg Company analyzed its business and determined upon the means of increasing its sales without increasing its selling expense.

It learned that The Chicago Territory, a comparatively small area, possessed one-fifth of the population, one-fifth of the wealth, one-fifth of the manufactured products, one-fifth of all automobiles—that the Chicago Territory was virtually one-fifth of America.

And yet the Kellogg Company was not selling one-fifth of its total volume in this territory—as many manufacturers today are not doing. At that time the Kellogg Company began to use The Chicago Tribune and other newspapers. Out of that trial of newspapers came the conviction that newspapers provided the easiest, quickest and least expensive method of selling food products.

Kellogg Finds That $1,500,000 Spent Annually in Newspapers PAYS

Now the Kellogg Company spends more money in newspaper advertising than any other food manufacturer in the world—so far as figures are available. Its bill for newspaper advertising last year was $1,500,000. And Kellogg spends more for advertising in The Tribune than in any other publication, magazine or newspaper, in the world! Kellogg's products can be bought anywhere in America. Now one-fifth of the entire volume of Kellogg sales is in the Chicago Territory. *But the Kellogg Company does not spend one-fifth of its advertising appropriation to get this volume in Zone 7.*

Survey Shows That Chicago Women Prefer The Tribune

The Kellogg Company has recognized The Chicago Tribune's market for food products by using more space in The Tribune than in any other Chicago newspaper. The Tribune's daily circulation in Chicago and suburbs alone is 600,000—a lead of 125,000 over the next newspaper; of 220,000 over the second nearest; and of 300,000 over the third. The total daily circulation of The Tribune is 768,991 (October figures). The Sunday Tribune goes to more than 700,000 families in Chicago and suburbs and to 440,000 outside Chicago—an average coverage of 60% of the families in 1151 towns of the territory. The total circulation of The Sunday Tribune is 1,157,635.

Through years of special effort, The Chicago Tribune has become Chicago's favorite newspaper for women. An impartial survey of the newspaper preferences of Chicago women has proved it.

Tribune Gains More Food Lineage Than Combined Gains of Other Chicago Newspapers

The Tribune has built up good will with Chicago retailers through many years of square dealing, considerate treatment and systematic assistance. For 13 years The Tribune has published its dealer magazine, *The Co-Operator*, keeping it a real dealer publication without puff or propaganda.

Advertisers of products bought by women have found The Tribune Chicago's most productive newspaper. The Tribune leads all Chicago newspapers in the advertising of women's clothes, household utilities, toilet preparations, drug stores, and children's clothing. During the first nine months of 1926, The Tribune's gain in advertising by food manufacturers over the same period last year was greater than the combined gain of all other newspapers.

If you are not getting your share of sales from this rich territory, put the selling power of The Chicago Tribune to work. Ask a Tribune man to call.

Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER



THIS is Michigan, the "Mitten of America."

¶

When The Free Press first began to circulate here some ninety-five years ago, about the only things of any consequence in Michigan were trees, Indians and bears. We still have a few trees, a few Indians and a few bears.

¶

But when the automobile began to be "noised about" back in 1901 under the tutelage of Mr. Ford, in the days when butter was 12c. a pound and a good turkey dinner could be had for 20c., Michigan rapidly became inoculated with the same sort of "vitamins" that were no doubt responsible for the speed in progress shown by Jack's Beanstalk.

¶

Today Detroit and the Detroit area in the "thumb" and the "palm" of "America's mitten," represent the third market in the United States. Concentrated within a hundred mile area are two million people, healthy, wealthy and wise, liberal-pursed, free-spending, advertisingly responsive.

¶

These same people produce more manufactured products than the combined value of industry in Cleveland, Buffalo and Toledo. Exclusive of the automobile Detroit by itself has thirty-five major industries with an annual volume of business totaling over $300,000,000.

¶

In a market like this that for one thing embraces forty-two different nationalities, one can easily waste a great many advertising dollars in thoughtless, helter-skelter appeals.

¶

Any campaign, however, placed in The Detroit Free Press goes straight to the best homes in the community — a picked audience that pays fifty per cent more than it pays for any other Detroit paper, in order to have all the news of the world intelligently served at the start of the day.

The Detroit Free Press

VERREE & CONKLIN, Inc.
National *Representatives*

New York Chicago Detroit San Francisco

This 40-million-foot "gasser" wrecked its derrick but announced to the oil world the finding of a new oil field.

The illustration below, from a recent issue of National Petroleum News, is characteristic of the type of news illustrations it prints.



Action — Speed — Change

ONE "reading fact" differentiates the Oil Industry from many lines of business. The executive *must* keep pace with all new developments and that means he *must* read. The discovery of a new pool in Texas, a "Production" item, can materially change the plans of a refiner in Illinois and a bulk distributor in northern New York. The entire industry is intimately inter-dependent.

His one problem is to decide *what* to read—that is, *where he can get the exact and complete facts with least delay.* Fourteen-thousand-five-hundred-plus subscriptions—all paid-in-advance—the largest circulation in oil publishing—is proof of National Petroleum News' right to the slogan *"First in Reader-Interest."*

The largest dollar-volume of advertising space ever carried by an oil publication is similar proof that advertisers recognize the force of the reader-interest argument.

NATIONAL PETROLEUM NEWS

Published from
812 Huron Road
CLEVELAND

Branch Offices:
TULSA, OKLAHOMA
904 World Building
CHICAGO
360 North Michigan Ave.
NEW YORK
342 Madison Ave.
HOUSTON, TEXAS
608 West Bldg.
LOS ANGELES, CALIF.
628 Petroleum Securities Bldg.

NATIONAL PETROLEUM NEWS

"First in Reader-Interest"

Member: A. B. C.

Member: A. B. P.

Advertising & Selling

PUBLISHED FORTNIGHTLY



Painted by Glen Mitchell for Rock of Ages Corporation

JANUARY 12, 1927 15 CENTS A COPY

In this issue:

"What Price Brains in Copy?" By W. R. Hotchkin; "Solving the Price Maintenance Problem" By D. F. Vliet; "What Has Art to Do with Advertising?" By Earnest Elmo Calkins; "What Do Advertisers Want to Know About Business Papers?" By C. F. Beatty; "The News Digest" on Page 91

Chicago's Business Men Read The Daily News

An invaluable asset of a great newspaper is the fact that business men read it.

The news of business, the analyses of business, the voice of



business—these unfailingly interest the executive.

To Chicagoans The Daily News is the newspaper of outstanding interest to the business man; the business man's paper in his home life and in his business.

Chicago business is reflected—represented—in The Daily News as in no other Chicago daily newspaper. In its columns is concentrated the major selling effort of business.

To The Daily News the business man of Chicago looks for the complete and verified news of business; for the full report of the day's financial news, the closing quotations of all Chicago and New York markets and the volume of trading in each security. This complete information is published in the Final Markets edition, on the street at 3:10 p. m. **It is not available in any other Chicago afternoon newspaper. It appears in The Daily News more than 12 hours before the same reports may be obtained in next morning's papers.**

If you ride homeward with Chicago's business people you know from observation that The Daily News is the newspaper read by business men.



THE CHICAGO DAILY NEWS

First in Chicago

Member of The 100,000 Group of American Cities

Advertising Representatives:	NEW YORK	CHICAGO	DETROIT	SAN FRANCISCO
	J. B. Woodward 110 E. 42d St.	Woodward & Kelly 360 N. Michigan Ave.	Woodward & Kelly Fine Arts Building	C. Geo. Krogness 253 First National Bank Bldg.

Average Daily Net Paid Circulation for December, 1926, 426,855

Published every other Wednesday by Advertising Fortnightly, Inc., 9 East 38th St., New York, N. Y. Subscription price $3.00 per year. Volume 8. No. 6. Entered as second class matter May 7, 1923, at Post Office at New York under Act of March 3, 1879.





Two advertisements of widely different products that have produced definite results.

Advertising "hunches" mean nothing
. . . *unless they affect sales sheets*

You can think advertising good or bad. You can say copy is too long or too short. You can state logotypes should be used—or throw them out entirely. Opinions on advertising are endless—and useless. Only results count. And results are based on **facts**—not opinions.

In this agency the facts behind a product dictate advertising methods. But this does not mean that facts need ever be dull. This organization recognizes that a successful advertisement must compete, not only with other advertisements in the publication in which it appears, but also with absorbing articles and stories.

The proof that advertising prepared by this agency **does** win general attention, reading, and **action** is shown by the sales sheets of our clients.

We shall be glad to discuss the unusual results obtained by this policy, with interested executives. Joseph Richards Company, 255 Park Avenue, New York.

JOSEPH RICHARDS COMPANY

FACTS FIRST - - - THEN ADVERTISING

THE INDIANAPOLIS RADIUS—ONE OF 1927'S GREATEST SELLING OPPORTUNITIES



After 10 Years

TEN years ago we first directed the attention of national advertisers to the fact that the Indianapolis Radius was not just a city and a loosely defined "trading territory" but a single, unified, compact market, worthy of a prominent place in any national selling program.

We said then, and we say now, that this market of 2,000,000 consumers is an actual *unit*, easily and economically merchandised as *one* market, with *one* selling and advertising cost and with *one* medium.

In ten years, the national advertising volume of The Indianapolis News has increased from 1,687,695 lines (1917) to 3,934,419 lines (1926), and the sales and profits of manufacturers, who have recognized the essential unity of this market and cultivated it intensively, have multiplied many times.

After ten years the Indianapolis Radius has been PROVED—in uncounted millions of profits. If there *had* been any fallacy in this conception of the unity of the Indianapolis Radius market, or any weakness in it as a consumer market, or even the slightest loophole in The News' claim of adequate coverage—it would have been found out long ago. If this market *hadn't* lived up to expectations, if it *hadn't* produced record results at low cost, we would never have written a new chapter in the advertising history of America by publishing 3,934,419 lines of national advertising in 1926, in a six-day newspaper, in a city of 367,000 (a mark for any newspaper in any city to shoot at!)—a gain of 901,419 lines, or 30%, over the tremendous volume of 1925!

THE INDIANAPOLIS NEWS

New York, DAN A. CARROLL
110 East 42nd Street

FRANK T. CARROLL, *Advertising Director*

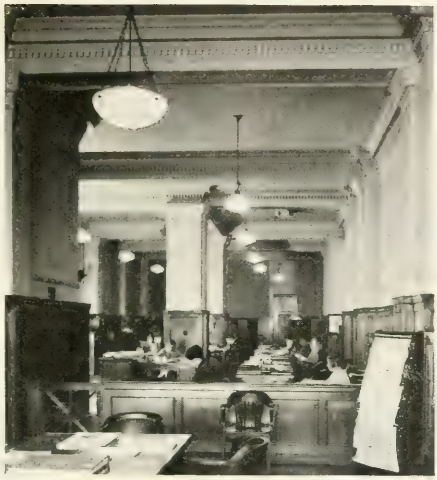
Chicago, J. E. LUTZ
The Tower Building

Everybody's Business

By Floyd W. Parsons

EIGHTY men who occupy the important executive positions in the General Motors Corporation will get something like $12,000,000 to divide among themselves as a reward for their individual efforts during the year just closed. This causes me to say that the problem of absentee ownership is becoming just as important as the problem of absentee management. The elder Rockefeller found that he had to work with partners, not with hired men. Carnegie and other great successes early discovered the same thing.

What was true in their time is ten times more so today. No business in a highly competitive field at present can succeed when operated as a one-man affair. The great financiers who invested tens of millions of dollars in the General Motors Corporation realized this fact and organized the "Managers Securities Company," which is nothing more or less than a plan on the part of very rich men to safeguard their investment. It is merely a glorified bonus scheme that recognizes the intense nature of industrial war today. It proves how clearly we recognize the truth that salaried employees cannot compete with those who are partners in the business and share the profits. The supreme realization of initiative and originality of thought comes only when a man is working for himself.



© Herbert Photos, Inc.

Henry Ford does not seem to believe in the partnership system. His continued growth would more or less prove the fallacy of the conclusions just set forth. But whereas two years ago Mr. Ford was producing half of the automobiles manufactured, he is now turning out less than one-third. The General Motors scheme seems to be working. The offices of the executives of this company are veritable factories for ideas that are not only unique but also practical.

New inventions and discoveries are coming from the four corners of the earth. Not a day passes without some important change in style or habit. When American women decided to stop wearing corsets the manufacturers soon found themselves floundering in a rough sea with no land in sight. They had not thought ahead, and most of them tried to stave off defeat by crying out against feminine degeneracy and the moral dangers accompanying the corsetless waist. Only failure could result from such an absurd effort to force the issue rather than to meet it by building a new article that would conform with the latest thought on health and hygiene.

The introduction of bobbed hair brought ruin to entire industries. It put a serious crimp into the businesses of companies manufacturing hair nets, ribbons, hairpins and hair ornaments. The decline in the market for hair nets caused unemployment and brought distress to labor circles in certain parts of China. This innovation even changed the whole character of the millinery industry. Such is the influence of nothing more serious than a mere change of style.

Success in industry now entails not only outthinking your competitor, but also outseeing him. The boss who wins is the one who comes nearest to guessing what is coming. A flour manufacturer may find his business jeopardized by the effects of a discovery in a packing plant. Industries are no longer separated by fences. I can point to a dozen synthetic products that have come near upsetting entire industries during the past two years.

So puzzling are current developments that very often the thing we fear is a blessing in disguise. Bread and milk were purchased in accordance with our current needs, but no one dreamed that the same thing could be done with such a basic material as steel. Now we know it can, and the proof of the pudding is that hand-to-mouth buying has spread to the ends of our country and is without doubt the biggest factor in the maintenance of prosperity through reducing the peaks and valleys in employment.

The managers who first saw the wisdom of meeting a slack operating schedule by continuing operations with the same personnel on a four or five-day week instead of firing a lot of men and working their plants six days were rewarded for their judgment. Where could there have been a greater folly than that of bringing together a large human organization and then promptly scrapping it at the first unfavorable turn?

The old-time executive believed in the empty dinner-pail as an effective means of disciplining refractory workers. Compare that with the common utterance of great leaders today that "if the wage does not supply adequate support to the worker's family under economic management, plus a saving, it is not high enough." Hundreds of industrial executives now regard wages that are too low as an industrial menace.

For the moment, at least, political spellbinders have largely lost their influence. Workmen believe that it is to their interest that capital shall have a fair return on its investment. The highest judicial tribunal in the land declares that invested capital is entitled to at least a seven per cent return. At the same time the Supreme Court stresses the fact that company officers will be held responsible for any mistake in predetermining the future trends of commodity prices and wages. In the face of all this, there are those who still believe that the right kind of executive talent can be secured at a fixed salary of so much a week.



From an uninteresting couch to subtle tones of natural settings, linked with distinctive booklets in color, mark an epic in furniture advertising.



Photo-Engraving Keeps Pace with Taste

From the early Pullman period to the American Renaissance in interior decoration was the greatest advance in the history of good taste.

Members of the American Photo-Engravers Association have initiated and nourished every improvement in the art of illustrating furniture and objects of art—emphasizing the fact that "Your Story in Picture Leaves Nothing Untold."

WITHOUT Photo-Engraving processes it would be practically impossible for us to bring to the American public an adequate concept of our product. Particularly so, when we are intent not only upon showing individual pieces or groupings of furniture, but above all the environment in which this furniture finds a setting. This involves room scene photography, wherein the particular style-period of the room must be harmonized with the style of the furniture, the furniture in turn grouped in accordance with best usage, and, above all, the picture must convey beauty, order, correctness, and good taste.

Our belief in Photo-Engraving is best reflected perhaps in the fact that practically two-thirds of our advertising pages are devoted to the picture itself.

Very truly yours,
BERKEY & GAY FURNITURE COMPANY
E. A. Wallace
President

SPECIAL.



TURKISH COUCH.

All hair filling, and *Extra* long springs. Covered in the best plain Mohair, Plush, or Leather of any color. Oak or Cherry frame.

$50.00.

Berkey & Gay Furniture Co.,
Grand Rapids, Mich., U. S. A.

AMERICAN PHOTO-ENGRAVERS ASSOCIATION

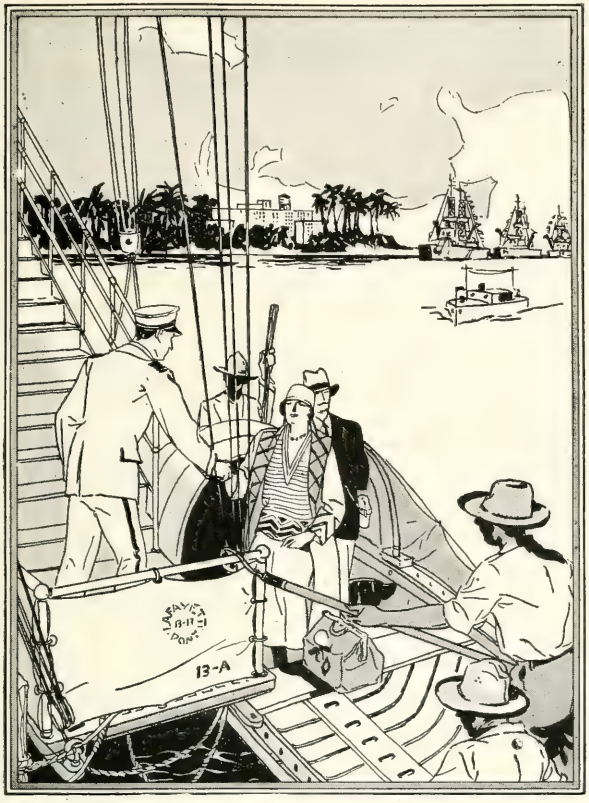
YOUR STORY IN PICTURES LEAVES NOTHING UNTOLD

The booklet "The Relighted Lamp of Paul Revere" will be sent you with the Association's good will.

AMERICAN PHOTO-ENGRAVERS ASSOCIATION

GENERAL OFFICES • 863 MONADNOCK BLOCK • CHICAGO

Copyright 1926, American Photo-Engravers Association



Pirate the Gold of Southern Skies

French Line Cruise to the Caribbean from February 5th to March 6th

CORAL isles looped with jewelled foam —spiced fragrant winds that stir the fancy—ports flaunting exotic color—all while the North is bleak and grey. Down toward the Southern Cross, where the Spanish Main rolls in its haunting beauty. Thrill to its spell—hold it to dream of—through the thirty magic days of this eventful cruise.

THE S. S. LAFAYETTE

sails to this clime of palms and bougainvillea —out of the cold Atlantic into the Gulf Stream—where golden seaweed floats lazily in sapphire waters. Throughout the cruise, the ship is your home—its comfort and luxury welcome you back from each joyous shore trip—with continuous gayety—parties —dances aboard. Stops at Nassau, Bermuda, Kingston, so smartly British, Havana, La Guaira, a touch of old Spain, Curacao, Colon—No passports required.

Sailing from Philadelphia, February 5th

Just at the season's rawest—a few hours—the decks blossom out with light summery frocks—gone is the winter—left far behind. Fares $325 to $1200, including shore excursions.

French Line

COMPAGNIE GENERALE TRANSATLANTIQUE, 19 STATE ST., NEW YORK
OFFICES AND AGENCIES IN PRINCIPAL CITIES OF EUROPE, CANADA AND UNITED STATES,
OR ASK ANY TRAVEL OR TOURIST AGENT.

WANTED:

An Advertising Manager

THE company which offers this position is one of the largest of its kind in the world, capitalized at considerably over a million dollars. Its product is one of every day consumption, sold in packages to retail stores. Its distribution is not merely national—it is international. The position it offers is one of the utmost responsibility and one which offers almost unlimited possibilities for development. The salary will be entirely commensurate with the requirements and responsibilities.

The man who qualifies here must possess ripe experience, mature judgment, and pleasing personality. He must be old enough to have a comprehensive background, yet young enough to retain the full force of his aggressiveness. Versatility is a prime requirement. Furthermore, his family arrangements must be such that there will be no objection to his traveling extensively for at least the first few years in order to study at first hand marketing conditions throughout a large portion of the world.

The headquarters of this company are in London. The Chairman of the Board will be in New York late in January, and has asked me to cooperate with him in considering eligible candidates. All letters on this matter will be regarded in strictest confidence. No personal interviews, please!

FREDERICK C. KENDALL,
Editor, Advertising and Selling,
9 East 38th Street, New York

When Time Is Money

A BOAT that carries a man across the Atlantic in three weeks cannot be classed as a *total* failure as a means of transportation.

If, however, that man wants to get to Europe in a hurry, he can hardly justify the use of the slow boat on the ground that it is sure to land him there *eventually*.

Almost any kind of selling effort—used long enough and persistently enough—will eventually land a manufacturer in the port of bigger business. But many types of selling effort are decidedly prodigal with time and money.

And *time*—because it represents money to most businesses—is an all important factor in the average marketing plan. Therefore, why should a manufacturer use marketing methods that take many years to accomplish what different methods can accomplish in two or three years?

Yet, when we examine the sales programs of many manufacturers, we find this vital element of *time* has been overlooked or ignored entirely.

Manufacturers interested in eliminating time-wasting marketing methods should read "*The Third Ingredient in Selling*"—a book that frankly and fearlessly discusses this vital subject. A copy of this book will be sent, with our compliments, to executives who request it.

JAMES F. NEWCOMB & CO. INC.

Direct Advertising :: *Merchandising Counsel*

330 SEVENTH AVENUE, NEW YORK, N. Y.

When Planning 1927 Advertising

Do you know the real facts regarding Kansas City—market conditions, sale preferences, etc., that may greatly affect the success of your sales and advertising program?

Your sales representative may not realize where your product stands in this market, or what the consumer prefers.

Our Merchandising & Promotion Department will gladly help you analyze your problem. We know what Kansas City Men smoke and why; what candy bars children prefer; what insecticide the housewife has found the most effective; what toilet preparations she uses, etc.

REMEMBER—you can use either edition you desire, or the combination is flexible (morning and evening or morning and Sunday or evening and Sunday).

Forced Combinations Are Wasteful

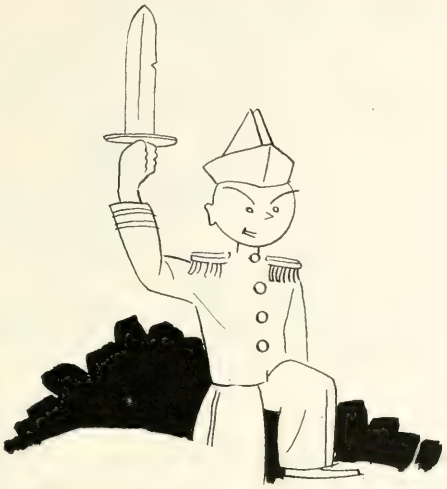
Optional Combinations Make for Efficiency

Kansas City Journal Post

National Representatives

LORENZEN & THOMPSON, Inc.

Chicago : New York : San Francisco : Seattle



Leadership in Portland Oregon

In circulation, take the local daily figures (40-mile radius):

JOURNAL—afternoon	66,407
Second paper—morning	63,661
Third paper —afternoon	40,359
Fourth paper —afternoon	38,702

Portland is an afternoon newspaper town.

The local daily circulation of the three afternoon papers is over twice as great as the local daily morning circulation.

Of the local daily afternoon circulation the Journal has 45%.

* * *

Local linage figures offer similar comparisons.

The Journal leads and has led in total local display for the last five years.

The Journal leads in department store advertising.

The Journal leads in advertising to the housewife.

Complete analysis of the actual figures will be furnished by any office of the Benjamin & Kentnor Company — or directly from the Journal National Advertising Department.

THE Oregon Journal

DAILY & SUNDAY

BENJAMIN & KENTNOR COMPANY, Special Representatives

CHICAGO	NEW YORK	LOS ANGELES	SAN FRANCISCO	PHILADELPHIA
900 Mallers Bldg.	2 West 45th Street	401 Van Nuys Bldg.	58 Sutter Street	1524 Chestnut Street

The Northern 9 Counties of New Jersey—Ace High in Purchasing Power



THE Northern Nine Counties of New Jersey comprise a market rarely worth while.

It is a market great and important in itself; a community of two and a half million people unified, homogeneous in habits of thought and habits of living—which are of the highest.

It is moreover, the major market of the Metropolitan District—greater in population and buying power than any other section of metropolitan New York.



Incomes in the Northern Nine Counties show a proportion of the population reporting incomes above $3,000 exceeded by only one other state in the Union.

In per capita expenditures for dwelling construction, it is exceeded by only three other states. In percentage of dwellings wired for electricity by but two. In automobiles, it comprises 38.7 per cent of the Metropolitan market, itself the greatest and most desirable market of all.

In this territory, Charm, The Magazine of New Jersey Home Interests, is all powerful. Its circulation of 81,237 is the largest of any magazine.



Interest in Charm is surpassing: because it is a local magazine dealing with the community for which it is published; because it is a service magazine applying itself specifically to the problems which present themselves in home-making in this section.

If it is a cardinal object in selling to apportion selling effort to sales opportunity, isn't it logical to add extra, added selling effort in the Northern Nine Counties through the use of

CHARM

The Magazine of New Jersey Home Interests

Office of the Advertising Manager, 28 West 44th Street, New York



THE TIMES-STAR

Shatters All Records for Advertising in Cincinnati

12,979,281 lines of paid display advertising in 1926!

2,505,475 lines more than the second Cincinnati newspaper, published seven days against the Times-Star's six!

5,578,090 lines more than the third newspaper in this field!

10,507,889 lines more than the fourth!

Here Are the Comparative Figures for 1926

	DAILY	SUNDAY
Times-Star (Evening)	12,979,281	
Post (Evening)	7,401,191	
Enquirer (Morning)	4,580,996	5,892,810
Commercial Tribune (Morning)	1,823,724	647,668

Times-Star's Excess Over Other Papers

Post—(Evening)	5,578,090		
Enquirer—(Morning)	8,398,285	(Including Sunday)	2,505,475
Commercial Tribune—(Morning)	11,155,557	(Including Sunday)	10,507,889

THIS IS THE RECORD

of Cincinnati's leading newspaper. It was the nineteenth consecutive year of Times-Star unchallenged leadership in Greater Cincinnati. It was also the most overwhelming, the most decisive, the most unanswerable demonstration of the superior advertising efficiency of the Times-Star.

THE CINCINNATI TIMES-STAR

Eastern Representative
Martin L. Marsh
927 Brunswick Bldg.
New York

Member Audit Bureau of Circulations

CHARLES P. TAFT, Publisher C. H. REMBOLD, Manager

Western Representative
Kellogg M. Patterson
904 Union Trust Bldg.
Chicago

No matter how cleverly

you prepare an advertisement, it cannot fulfill its function unless

1—It is read.

2—The people reading it are financially able to act on its suggestion.

3—They have the inclination to buy!

We believe we hit nearer to 100% on the above three requirements than any magazine published! *Here's why!*

1—We operate on the pocket-nerve—the most sensitive nerve there is, and our Magazine is, therefore, read from cover to cover.

2—Our book is dry reading to anyone not possessing surplus funds, and ALL OF OUR READERS are in a position to buy the things they desire.

3—People who make money in securities are easy spenders and have the urge to fulfill the desires of themselves and family.

This Magazine will help your "schedule" make good, and should be on your next list!

Victor E. Graham, Advertising Director

The MAGAZINE of WALL STREET

Member A. B. C.

42 BROADWAY **NEW YORK**

Largest Paid circulation of any financial or banking publication in the world

Boston Market More Confused than Confusing

MUCH has been said about Boston being "different" and "confusing."

The difference is due to an artificially created confusion that has been injected into the method of comparing newspaper advertising values.

In other cities morning papers are compared with morning papers and evening with evening papers. This is difficult in Boston because national advertisers are forced to buy the combined circulations of the last paper in the morning field and the last paper in the evening field. They cannot be bought separately.

The same method is employed in the case of another Boston newspaper with a morning and evening edition. These combinations were planned to create values comparable to that of the first morning paper and that of the first evening paper in Boston.

Hence the confusion—and the *compulsory* and *optional* combinations in Boston. However, the confusion disappears if the same rule is applied to all Boston newspapers—if the first paper in the evening field is added to the first paper in the morning field—*if combinations are compared with combinations and not with individual newspapers.*

Here are the combinations:

1st combination (*optional*)	655,300
2nd combination (*optional*)	415,584
3rd combination (*compulsory*)	273,240
4th combination (*compulsory*)	250,998

Boston American - Boston Advertiser



Drawn for the JANUARY DELINEATOR *by* LESLIE SAALBURG

And that Subtle Something Else—

ALL the tested, immemorial appeals, that have inevitably interested women, appear in the new Delineator.

Fiction by well-known authors; smart fashions that are entirely practical; tempting new dishes; charming interiors—

There is, to be brief, everything in which the alert American woman of today is most interested.

But—paradoxically enough, you can't make a good magazine simply by putting good things together.

And Delineator has become a good magazine, an important magazine, because it has these features, yes, but also because it has a subtle something else. The new Delineator has *personality.*

And it is a personality completely devoted to help the modern woman in her own constant purpose—

to further the Art of Gracious Living

Delineator

Established 1868

THE BUTTERICK PUBLISHING COMPANY

A very pointed business reminder—*While the circulation of the new Delineator is guaranteed at* 1,250,000, *and the rate is based on that figure, we are still fulfilling subscriptions to both the Designer and Delineator (combined in November) with the one magazine. The result is the advertiser is receiving at present an actual bonus circulation of from* 300,000 *to* 400,000.

Advertising & Selling

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Courtesy *The New Yorker*

WHAT is the real value of "art" to an advertisement? Recent years have seen an increasing use by advertisers of drawings, etchings, photographs, oil paintings, art work of all kinds.

In the December 29 issue of ADVERTISING AND SELLING E. T. Gundlach wrote "Art versus Advertising" in depreciation of this apparent emphasis on the picture used rather than on the article to be sold. In "What Has Art to Do with Advertising?" in this issue Earnest Elmo Calkins makes a direct reply to Mr. Gundlach. Both men are prominent in their respective fields of advertising and their views are consequently as important as they are interesting.

M. C. ROBBINS, PRESIDENT
J. H. MOORE, *General Manager*
OFFICES: 9 EAST 38TH STREET, NEW YORK
Telephone: Caledonia 9770

NEW YORK:
F. K. KRETSCHMAR
CHESTER L. RICE

CHICAGO:
JUSTIN F. BARBOUR
Peoples Gas Bldg.; Wabash 4000

NEW ORLEANS:
H. H. MARSH
Mandeville, Louisiana

CLEVELAND:
A. E. LINDQUIST
405 Swetland Bldg.; Superior 1817

LONDON:
66 and 67 Shoe Lane, E. C. 4
Telephone Holborn 1900

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Through purchase of *Advertising and Selling*, this publication absorbed *Profitable Advertising, Advertising News, Selling Magazine, The Business World, Trade Journal Advertiser* and *The Publishers Guide. Industrial Selling* absorbed 1925.

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Advertise to Sell Goods



This is the object of advertising.

Yet all advertising is not equally effective in bringing about this result. Nor are all media equally suitable for the advertising of a given product.

Cosmopolitan is an exceptional medium for the advertising of most high grade, quality products.

For it reaches a class audience, those who appreciate the difference in character and value between mediocrity and the best.

And who are able and willing to pay the higher price to get the higher quality. (Cosmopolitan retails for 35 cents in competition with other magazines selling for from ten to thirty cents less.)

Furthermore, unlike other class magazines, Cosmopolitan has a large circulation, well over a million and a half, reaching an average of one out of every six literate native white families in every one of the 2787 urban places of the United States where 80% of the nation's business is done.

In short, Cosmopolitan will carry your advertising message to the *top sixth families* in every important market place, and at a most reasonable cost.

For the complete Cosmopolitan story refer to "The Cosmopolitan Market — A Merchandising Atlas of the United States" or, better still, invite a Cosmopolitan representative to call.

Advertising Offices

326 West Madison Street
CHICAGO, ILLINOIS

119 West 40th Street
NEW YORK CITY

5 Winthrop Square
BOSTON, MASS.

General Motors Building
DETROIT, MICHIGAN

625 Market Street
SAN FRANCISCO, CAL.

JANUARY 12, 1927

Advertising & Selling

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What Price Brains in Copy?

Four-Dollar Messages in Fifty Thousand Dollar Space

By W. R. Hotchkin

HOW many copy writers, national and local, are there in the United States who are paid more than $10,000 a year? How many are paid more than $5,000?

You might be amazed to learn how small the numbers are.

Of course, advertising managers are paid more. But how many are paid more than $12,000 a year?

A few weeks ago a friend wrote to me, asking this very question. He was able to list six names of men in retail stores that were paid more than $12,000; but he could not extend the list. The best I could do was to add six more names—and be sure that all of the dozen men were being paid $15,000 or near it. This list was, of course, confined to retail advertising managers.

And yet there must be at least seventy-five retail stores in the United States spending a half million or more annually in advertising. Many of these stores pay only $75 to $100 a week for the directing brains that create the messages and guide the promotion, to broadcast which a half million dollars worth of space is purchased.

Now, if we go into the national field, the condition is better; but not enough better. Of course, the national advertiser pays fifteen per cent of his appropriation to his agency. Many agencies do a splendid job in earning this commission, but they would do a vastly better



job and gain much larger results for the same expenditure for space if brains worth $10,000 more were being employed to live in the throbbing heart of the business, to know the daily activities and ambitions of the owners, to see the daily striving for excellence by all who work on the product, and to be daily familiar with the opinions and desires of the customers who bought and finally consumed the goods.

It is amazing how good much of the national advertising is when we know that it is produced under the customary handicaps.

Even in the best agency, how much of the inner life of the makers of the goods, how much of the inner excellences of the goods, how much of the opinions and desires of the ultimate consumers are fully known and understood by the young man or young woman who writes the copy?

And what are the salaries commanded by those copy writers whose words are to be set in thousand-dollar drawings and expensive typography, and then exploited in a million dollars worth of space?

It would seem that three pieces of copy a day were as little as a copy chief would employ a writer to produce. That would make 1500 pieces a year as a minimum. The well-paid copy writer may get as much as $6,000 a year. Any schoolboy will tell you that the copy writer's average emolument does not usually exceed four whole dollars for each gem of advertising. Of course, the copy writer writes twenty or more pieces of copy, from which the copy chief, the account manager, the agency owner and the advertiser will select the three pieces to be used. A mass of costly brains may spend a day in selection, but the four-dollar brains have to create the idea—the heart of the message!

Then the four-dollar piece of copy must have a hundred-dollar drawing, at least, to frame it—and twenty-four dollars worth of typography—maybe another hundred dollars worth of typographical art, and a thousand-dollar drawing. Who

knows? Yes, they *must* catch the readers' eyes and impress them with the class and tone of the advertisement; and then print it in $50,000 worth of space—to say four dollars worth of words!

A Woolworth diamond in a Tiffany dinner ring, worn by a hundred-million dowager at a Metropolitan Opera House reception to H. R. H. the Prince of Wales!

After all, what is the object of advertising?

Why does the liberal manufacturer authorize his agent to buy a hundred thousand or a million dollars worth of magazine space?

Certainly the presumption must be that he expects that many millions of people will be impelled to read some very vital statements about the products he has to sell. He certainly must expect that the messages that are printed about his goods will be such as will arouse a compelling emotion in the minds of readers to possess the goods advertised.

The purchase of all the costly space, the use of the costly drawings, the employment of artistic typography, all are secured for the single object of luring people to read the message.

So the advertiser is lavish in his expenditures for space, for drawings, for typography and even for color; but he is miserly and cheese-paring when employing the brains that will write the messages that he is prodigal in printing.

And why?

First, perhaps, because it is an old idea that truly literary people are not supposed to be paid real money. They don't demand it—and besides anybody can write the stuff. And mighty few readers know the difference between good writing and the kind that anybody can write.

And the first reason is the second in reverse; which is that practically no manufacturers understand the psychology of words. They don't understand that words used in a certain way will awaken compelling desires for the goods written about, while other words that look much the same, sound much the same, and occupy the same gloriously-illustrated space, will fail to awaken a single thought in the person who browses over the bright page.

The advertiser knows when a picture is pretty. He can appreciate good typography. He likes to see his name on big pages of famous periodicals. He understands those things. He may enjoy hearing his goods called the best in the world—famous for fifty years—factories in twenty cities—worn by fashionable women everywhere. But he knows nothing about the words that will cause heart-burnings of desire for

[CONTINUED ON PAGE 74]

On the Fragility of Advertising

By T. L. L. Ryan

Vice-President, Pedlar and Ryan, Inc.

TOO much has been shouted from the housetops about the power, the might and the glory of advertising.

Its loudest converts have often been its poorest friends. And their faith in its invincibility seems too often pinned upon the mere act of advertising.

I have heard many stories of how advertising "won the day" against tremendous odds, and even in those histories where the advertising did bear a major part, I have noted the absence of emphasis upon the fineness of plan, the manner of the copy and the winning freshness of the selling.

Often an advertisement or a campaign wins people as Helen Hayes does, by its repression. Others do it as Charles Hughes does, by the sheer force of its reasoning; still others do it by rousing the mob spirit much as Jolson does.

But Miss Hayes might be out of place before the Supreme Court, Hughes might be a flat failure in a Mammy Song and Jolson could only burlesque the pathos of Barrie.

A printed page is a weak thing no matter if it is written in words of honey and lighted with pictures of gold.

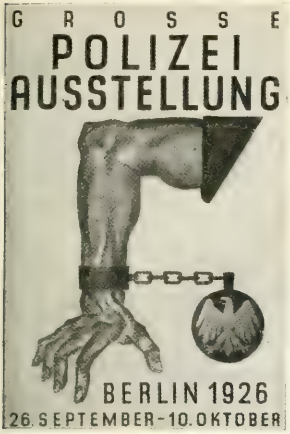
Its personality is far from the bull-like thing I might believe if I believed most things I read and have been told about it.

Its personality is a very delicate thing, its part should be cast for its purpose. The difference between belief and sympathy, and distrust and suspicion, is not really so very wide after all.

The human mind is a delicate thing and any one advertisement has only one chance—for good or for evil—to make an impression on that soft but retentive issue.

Yes, one advertisement is a weak and fragile thing—but—

> "One man with a dream, at pleasure
> Shall go forth and conquer a crown;
> And three with a new song's measure
> Can trample an empire down."













Germany Advertises Its Police

ABOUT two years ago New Yorkers saw with mingled feelings the inception of what proved to be a most extraordinary advertising campaign. It consisted of two series of car cards appearing in the subways, elevated and street car lines of the city, and was of such a nature as to arouse immediate attention.

The first series was intended to show to criminals the futility of lawbreaking, and each card bore simply the memorable headline, "You CAN'T Win." The other series, which ran simultaneously, was addressed to the public and designed to "sell" the New York police force to the citizens. It showed the police in their daily round of duty and stressed their reliability and efficiency. The headline, "YOUR New York Police," drove home its message forcibly. Both campaigns were merchandised with the care of the most exacting commercial drive. They were sponsored, investigation revealed, by Barron Collier, head of the company controlling practically all the car card space in the city, and donated by him to the interest of law and order.

It is interesting to note in connection with this somewhat out of date campaign that the idea has taken pretty widely. The New York campaigns were repeated in other cities in this country, and now there comes to our attention a curious German campaign which follows lines quite similar, although its inception is somewhat different in nature.

The illustrations on this page show the steps which are being taken to "sell" the German police to the German citizens. Ostensibly these posters are for the purpose of advertising the big police exposition which was held recently in Berlin, but the parallel of their spirit and message to that of the Barron Collier campaign of two years ago must be plainly evident to the most casual observer.

Done in the typical brutal impressionistic style of the Germans, these posters lose little force through a lack of knowledge of the language in which they are couched. This one campaign would appear to combine the objectives of both the Collier campaigns, inasmuch as the negative appeal addressed to the criminal is there, together with the appeal to the people to support the efforts of their highly efficient police in their

[CONTINUED ON PAGE 89]

"Cigaretteless" Kansas

The Sales Channels of Contraband Goods

By H. A. Haring

KANSAS is one of the four or five States having a statute against cigarettes. In Kansas, furthermore, the statute is so far enforced as to make that State stand out from its neighbors.

It is unlawful in Kansas to sell or to offer for sale, to give away or to advertise the "unholy" cigarette. No one will, of course, from this statement, rush to the conclusion that cigarette smoking is unknown within the State, or that it is impossible to buy a cigarette in it. In fact, a person coming into Kansas who knew nothing of the law against cigarettes might spend a number of days without noting any difference in cigarette habits, and, should he limit his experience to the four largest cities, he might never suspect the existence of a statute against selling them.

A recent stay in the State revealed some interesting situations. Not only were the important centers visited, but also more than twenty county seats, and twice that number of hamlets and villages, with a considerable amount of time in the distinctly rural sections.

First of these impressions is that among the men the use of cigarettes does not differ noticeably from what one sees in neighboring States. The same impression applies to the women; it being remembered that smoking among that sex has nowhere in the West advanced so far or so openly as in the East. That the law is regularly disregarded was one day forcibly brought to my attention when, as a spectator, it was possible to attend a court session in a rural county seat of West Kansas. During the intermissions both the sheriff and the judge, with all the informality of habit, proffered me (a stranger met by chance) cigarettes. It so happened that similar offers came from the prosecuting attorney and the defendant's counsel. Yet, nowhere in that county are cigarettes to be seen openly on sale.

This condition is about what one would anticipate.

A second observation is the effect on dealers. The corner cigar store is conspicuously missing. Only in a few instances in the larger cities are choice corners given up to tobacco shops. In the drug stores, too, the counter is notably small, almost tiny in the eyes of a stranger. Even in hotel lobbies it is dwarfed.

TO obtain cigarettes, one follows about the same procedure as with other contraband articles the world over. The larger towns are likely to be free and easy. Unless one is suspected, the clerk will hand over a package without hesitation; always, however, at the full price of twenty-five cents. In smaller places, enforcement varies; and, with that variation, comes more or less reluctance with strangers. In one mid-State city of 5000, during two days I was repeatedly told that an unvouched person cannot purchase a cigarette in the town from an established dealer.

At that same place, however, twice within a five minutes' wait at a filling station, boys, each with a package in hand, solicited me to buy. Local enforcement has boosted cigarette bootlegging to such an extent that the high school principal told me that "probably one-fourth of my boys are in the business," and a common remark about town is that any man out of work turns first to cigarette selling because "he can clean up a few dollars a day dead easy." Just so soon as one of these builds up a substantial volume, law enforcement (in strict counties) ends the profits. A fine of $25 directs his attention to the risks as well as to the easy profits.



© Ewing Galloway

IN Kansas there is a ban on cigarettes. A commodity elsewhere openly bought, sold, advertised and consumed is there smuggled from pocket to pocket. But not always! In some places they can be purchased easily, but are never displayed on counters or advertised

Salesmen for the tobacco makers carry no samples of cigarettes. It is unlawful to "give away," and the manufacturers insist on their men observing this feature of the law. "It's this way," explained a salesman whose territory covers five counties. "I sell *cigars* for my company. I don't *sell* cigarettes, but I *take orders* for them and they are shipped from out of the State. That's interstate commerce, and Kansas can't lay a hand on me."

A third observation relates to price. At retail, from such dealers as sell at all, the price is twenty-five cents. Cartons yield no quantity price. Indeed, few dealers willingly part with a carton because their stocks are purposely small so as to reduce the temptation to a raid. Bootlegged goods are regularly twenty-five cents. These are offered in quantity at the same price.

Smokers who are forehanded enough to "buy direct," as they term it, obtain large price concessions. It is necessary to place orders with dealers outside the State for interstate shipment. Naturally, dealers in the bordering States (especially Missouri, Colorado and Oklahoma) make a specialty of this business, often using it as a "bargain counter" feature to attract other mail-order

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Solving the Price Maintenance Problem

By Donald F. Vliet

IT is not claimed that this is a panacea which will immediately wipe out all the ills of distribution or all the evils of cut price, but it is a plan which, if followed step by step, should benefit all parties concerned—manufacturer, wholesaler, retailer and consumer, and eventually bring order out of the chaotic distributing and merchandising conditions that face us. In order to save time and make clear to the reader just exactly what the different steps of this plan are, the writer will put a brief outline of it in the first paragraph and then take up and discuss each point in detail; that is, the reason for it and the fairness to all parties concerned. Inasmuch as no improvement can be made from cut-price conditions either with the present law or with new laws without the whole-hearted cooperation and staunch backing of the manufacturer, our first point is:

I. Awakening and educating of manufacturers to the fact that price maintenance is not only an altruistic effort to protect the independent retailers and service jobbers, but that it is necessary for the stability of distribution and the future prosperity and permanence of his (the manufacturer's) business.

   a. Education of the retailer to the fact that if he does not by his increased support at least replace, if not increase the business lost by the manufacturer in his efforts to maintain prices, the manufacturer not only will have no incentive to aid him but will be forced out of business by the lack of appreciation of the very people he was trying to protect.

II. Clarification of the Sherman Act by putting a law upon the statute books in black and white stating clearly the rights of the manufacturer to control his products. So far we have only inferences, opinions and decisions, but no definite law.

   Passage of a law to permit the right of contract between manufacturers and distributors as to re-sale prices. Reasons for arguments and full detail will follow later.

III. Steps that can be taken under present laws to insure price maintenance in case legislation proposed under paragraph II is not passed or is not upheld after being passed:

   a. Readjustments of margins of all concerned: basing compensation of each party upon the service rendered and the cost of those services. Upon this basis everyone will have enough advantage in the matter of margins to undersell the other.

   b. Placing of responsibility upon distributors to prevent price cutting.

   c. Different methods of distribution.

IV. Advantages of all parties concerned, including the consumer, and general summary of entire plan.

I. Education of Manufacturer and Retailer

The educational feature is put first, as there will be no price maintenance until the manufacturer is convinced that it is the best thing for him and until the retailer is taught that he must take an active instead of a passive part in the battle and cooperate with the earnest manufacturer who is trying to procure for him (the retailer) a living return upon his products.

We will start by pointing out that 84 per cent of the retail business in the United States was done by individual stores and only 16 per cent of the volume by chain stores. It is clearly to be seen, then, that the manufacturer cannot afford to allow such a small minority to interfere with and obtain for him the antagonism of the great majority by cutting prices upon his goods.

The second point is, that where the price of a certain item is being cut by one firm or chain of firms that the independent retailers are beginning to push the sale of competitive items on which they can make a profit. Unless the item has a very strong consumer demand they will eventually drop it altogether. When this occurs it leaves the manufacturer at the tender mercy of the price cutter who, realizing that he is the sole outlet of this particular manufacturer, will then demand further concessions to which the manufacturer, realizing his weak position, must willingly accede or see his product vanish from that market.

The third thing the manufacturer must realize is that even when the cut price artist is apparently featuring his merchandise at a cut price in his advertisements (generally paid for by the manufacturer) he is really not trying to *sell* that item. It is simply bait and his clerks are generally instructed to "switch" all the sales possible from the items advertised to a longer profit item, as the price cutter, like any retailer, cannot live on cut price items alone.

So those manufacturers who can

Editor's Note

THE Price Peace Plan competition carried on by the Lehn & Fink Products Company between May 1 and November 1 of the past year has aroused widespread interest throughout the advertising field. The question of price maintenance is becoming more and more a vital one as the issue has been clarified and those interested on either side have forced it into the open. With the Capper-Kelly Bill up before Congress and the American Fair Trade Association bending every effort to organize the opposition to the price pirates, this offering of a valuable series of prizes by an independent manufacturer comes as a step whose interest is scarcely second to its potential value.

The prizes offered by the above company, totalling $10,000 in cash, were awarded to the best proposed solutions of the price maintenance problem as it exists today. The judges for the awards were carefully chosen to be as representative as possible of the interests involved, the following men functioning in this capacity: Senator Arthur Capper, chairman of the Jury; Frank T. Stone, G. Barret Moxley, A. W. Shaw, Nelson B. Gaskill, Professor Melvin T. Copeland, Herbert J. Tily and Mrs. J. Borden Harriman. This Jury met recently in Washington to select the thirty-eight prize winners from among the 561 entrants. The article reproduced herewith consists of the manuscript which was awarded the first prize of $3,000. It is the work of Donald Vliet of the Kiefer-Stewart Company of Indianapolis, Indiana

see no further than the large volume of business they are receiving from the price cutters and are therefore playing up to them, are not really receiving the full cooperation they believe they are getting.

The last danger to the manufacturer of trade-marked items is, that consumers begin to doubt the real value and quality of that item when advertised at such varying prices.

The independent retailer is not altogether blameless in the matter; he has been shamefully indifferent to and unappreciative of the efforts of certain manufacturers to aid him. He has followed the line of least resistance; even going so far at times as to feature the line of the manufacturer who is aiding their cut-price competitor to undersell them. Such a proceeding, naturally, takes away the incentive of the well meaning manufacturer who is antagonizing powerful distributing organizations and foregoing a large volume of business in their defense.

This apathy is disappearing and the retailers are beginning to classify in their own minds those manufacturers who are their friends and those who are not. This is a neces-

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How to Write Copy

By R. M. Blankenbaker

Jamoc suggested in a recent issue that ADVERTISING & SELLING *offer a prize of* $100 *for the best article on "How I Write Copy." Jamoc sticks to the belief, he says, that most successful copy writers have a method of going about their work which is essentially formulistic.*

* * *



ONCE upon a time—not lately—a girl who had written some things which were quite bright and sparkling came into my office. Suppose we call this girl Meteoric Mary. She had written some copy which I thought made very pleasant reading and displayed a smart touch which would be desirable for a certain series I had in hand. I wanted her to write three advertisements for this series and gave her all the information she needed. She waxed enthusiastic at once and asked if she could use one of our offices that very afternoon. She said she was "all het up" about the opportunity, so I, of course, gave her the use of the office. She was back at my desk in forty-five minutes by the watch with three pieces of copy. One of the pieces of copy was a surprisingly good one of its kind and I needed that kind. The other two were artificial mush. None of the headlines was worth printing.

And then I asked this young lady questions which were equivalent to Jamoc's inquiry of "How I write copy?" I found that she writes copy by the lightning flash system. When she gets an assignment to write she sits down and dashes off the first thing that comes into her head. She admitted it. She does not know why the few good things she does are good, nor why the many bad things she does are bad. She cannot build up a mediocre piece of her copy into a good one. She confessed that she "gets it" the first time or not at all. She cannot recast or polish. And no matter how impatient you may be with her you cannot forget that sometimes she produces happy results. Maybe Jamoc will object that Meteoric Mary is not successful, but she is making a good living and having a good time doing it.

For the sake of contrast, let us turn now to consideration of Honest John. Honest John does an honest day's work of copywriting every working day of the year, grinding it out steadily from 9 to 12:30 and from 2 to 5:30 in one of the copy stalls of a large, successful agency.

Honest John never wrote a brilliant headline, or sentence, or paragraph, or piece in his life—and never will. His agency does produce some brilliant copy, but it's not of Honest John's doing. Yet Honest John is the most profitable writer that his employers have on the staff because he turns out slathers and slathers of copy and all of it is fairish to good.

Honest John wears rubbers when it looks like rain and eats lunch in a cafeteria where filling foods are dished out with a generous spoon. He never gets his hair cut during business hours, but patronizes the neighborhood barber.

It doesn't matter to Honest John whether the copy you ask him to write is to be used for a color page in the *Post* or as a form letter to the cutting-up trade. He simply puts the assignment on the hook until its turn, and then he pounds it out. Honest John won't hurry and he never stalls. If you asked Honest John what system he uses you probably would be rewarded by a somewhat puzzled grin and the question, "What are you trying to get at?" I understand that Honest John, in his younger days, collected local items for a paper in a small county seat.

And then I know Geometric George, a slim fellow who makes carefully thought-out notes and labels them 1, 2, 3 in the order of their importance. He fiddles and fusses, and fits and fixes and when he finally gets the thing together it is as sharp and hard and as efficient as a nickel-plated shingling hatchet—and just about as inspiring. You need but look at Geometric George to know he has a system. I wouldn't be surprised to learn that he uses a theodolite and a plumb bob.

I am neither Meteoric Mary, nor Honest John, nor Geometric George. And yet, it may be that I am each of them in turn. The answer to Jamoc's question, "How I Write Copy?" is the answer to most of the questions about advertising. And that answer is this: It all depends

How the South is Handling the Cotton Situation

By Bruce Hall

Advertising Manager, *Southern Ruralist*

THE article, "Why Don't the Cotton Growers Combine and Advertise?" by W. R. Hotchkin, in the December 1 issue of ADVERTISING & SELLING, deserves an answer to clear up the false impressions it is likely to create as to the economic situation produced in the South by the present enormous cotton crop, and to record the progress that is being made along the very lines Mr. Hotchkin suggests.



© Ewing Galloway

The sudden decline in the price of cotton this fall following the Government's forecast of an 18-million bale crop has *not* caused a panic, either among the growers or the business interests. The first effect was somewhat of a shock to those who did not believe a crop of such size could be raised under "boll weevil conditions." Ghosts of the eight-cent cotton era loomed up. Blazing headlines in newspapers told of the "impending disaster in the cotton belt." It was but logical that there should have been a slowing down of business. But before any condition bordering on a panic developed, the agricultural and business leaders got together to find out what, if anything, could be done to improve the cotton situation.

At a conference of growers, bankers and others held in Memphis, Tennessee, plans were formulated for financing the orderly marketing of the present crop and for bringing about a reduction of acreage next year. The conference also recommended withdrawing from the market four million bales to be held for better prices. In some States new machinery was set up for financing withdrawal and holding of their quotas. In other States the cooperative marketing organizations undertook to handle it. How well the plans of the conference will be carried out remains to be seen.

But in the stock-taking of the agricultural resources of the South, incident to the discussion of the cotton situation, it was discovered that food and feed crops in this section this year were the largest in recent years. It was found that in spite of the low price of cotton, crop values as a whole were about $100,000,000 in excess of values a year ago. By adding to this sum the substantial revenues derived from dairy and poultry products and livestock, it became apparent that Southern agriculture was pretty well off. With this realization business picked up and soon was running along at just about normal.

OF course, the individual growers who depended entirely upon cotton and who didn't get it ginned and sold before the market declined, will suffer to some extent. But thousands of growers disposed of their crop at from fifteen to eighteen or twenty cents.

Much of the cotton in the southern portion of the belt had been marketed in mid-summer, before the decline in price.

If Mr. Hotchkin really thinks it possible to get a cotton farmer to burn part of his crop on the theory that the balance of it thereby will bring more money, he does not understand the viewpoint of the farmer in this part of the country. On the other hand, it is a common sight now to see cotton stored in outbuildings on farms and in some instances on the front porches of the homes of small growers.

The holding movement has been strongly advocated. A concerted effort is being made by agricultural leaders, bankers and others interested in agriculture, to reduce the cotton acreage next year. This is sound business. Hasn't the farmer the same right to withhold his product from the channels of trade and curtail production (by decreased acreage) as has the manufacturer who accomplishes both purposes by laying off employees and closing down his factory?

Now, as to the cotton growers combining and advertising. As suggested in the article, organization is absolutely essential in carrying out an effective advertising campaign on farm products. Cotton growers already have taken the first step. They are organized as co-operative marketing associations in practically every Southern cotton-growing State. These organizations doubtless have been of some influence, too, in holding the price up to even its present level in the face of the present crop prospects. It's very easy to prescribe "Combine and Advertise," but, when just one or two of the obstacles confronting the leaders are taken into consideration, the carrying out of it is quite a large order.

For instance, what is regarded as the "cotton belt" comprises close to

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Gifts

AN Ovington gift is an unspoken epigram, pleasant to utter and even more seductive to receive. And the proportion of cost to value is always, always low.

OVINGTON'S
"The Gift Shop of Fifth Ave., Inc."
Fifth Avenue at 39th Street



The line may linger, the line may falter, but the admiration of the gifts from Ovington's will linger long and falter never!

Embarrassed Guest: "Isn't it fortunate you are married and got such lovely gifts!"

What a lot of Receiving the Bride does!

AS the guests snake up to the receiving line, they talk of every subject in the world from how Aunt Nellie is, to the exquisite collection of the bridal gifts, and how many of them came from Ovington's.

OVINGTON'S
"The Gift Shop of Fifth Avenue, Inc."
Fifth Avenue at 39th Street



IN the Silver Shop of Ovington's you will find a gallant array of sterling, plate and pewter—in a thousand different shapes and forms. Table flatware alone excepted, all these lovely things are subject, for the period of Lent, to discounts of 10% to 33⅓%.

OVINGTON'S
"The Gift Shop of Fifth Ave., Inc."
Fifth Avenue at 39th Street



There goes the Bride!

THE smarter the wedding, the more likely you are to discover a multitude of Ovington gifts in the goods of the bride.

For when one person of good taste seeks gifts for another, then does the name of Ovington's fly quickly to the mind and to the lips.

And yet, the lips will testify and the mind will perceive that the prices are always very low.

OVINGTON'S
"The Gift Shop of Fifth Avenue, Inc."
Fifth Avenue at 39th Street



Ovington's *the* Hope Chest *of the* Modern Bride

THE hope chest of olden times housed a store of practical and useful things, a host of hopes and dreams as fine spun as its linens.

Though the hope chest has gone the road of the sedan-chair, the dreams endure. And, in a modern form, its place has been taken by Ovington's.

For, within its walls are gathered many gifts, sternly practical presents such as china and lamps, mirrors and silver, but all with the indispensable adjuncts of imagination and beauty! For Ovington's is the hope chest of the modern bride!

OVINGTON'S
"The Gift Shop of Fifth Ave., Inc."
Fifth Avenue at 39th Street

MOST advertisers have regarded the single column space as an awkward blank that somehow or other must be filled. Ovington has adroitly seized the opportunity for using the strange shape to form a rich, colorful design; one that is all the more effective because the other advertisers have been afraid of it. It is doubtful if these strips passed very many newspaper readers unnoticed

The Origin of the Species

"Where Do All These Advertising Managers Come From, and How Do They Get That Way?"

By Gilbert H. Durston

Advertising Manager, Mohawk Carpet Mills

THE Big Man was inclined to be loquacious. After impressing the cub space-solicitor with tales of his publicity exploits, which were received with gratifying attention, he remarked: "And how do you think I came to be an advertising manager in the first place?" To which the cub, with the memory of many wrongs suffered, replied brightly: "I don't know; I've often wondered."

Advertising is the new "profession." Until very recently, little provision was made in our universities for training aimed directly at the efficient administration of the position of advertising manager. Hence, advertisers have had to call on men from a wide range of former activities for those who were to direct their publicity. Nor has advertising suffered greatly thereby; for the result has been the introduction into advertising of many different types of minds, and divergent points of view, which have kept the "profession" fresh and resourceful.

"There is too much theory in advertising," growls the man who has fought his way up from behind a retail counter.

"$\frac{A}{R}$ = S," retorts the ex-engineer. "The coefficient of jobber-resistance is expressed in the modified averages of consumer-consciousness."

"Nothing like news-value!" cries the old newspaper man. "If the consumer gets into the soup, that's not news; but if the soup gets into the consumer, that *is* news. And put it in the head-lines!"

Some conception of the variety of vocational backgrounds possessed by leaders in the advertising field today may be gained from an inspection of the following list of former vocations reported by over one hundred of the best-known advertising managers in the country; men who supervise annually the expenditure of upward of twenty millions of dollars for national advertising:

Advertising agency executive
Agricultural field agent
Attorney
Author
Automobile salesman
Aviator
Bacteriologist
Banker
Baseball player
Bond salesman
Book agent
Bookkeeper
Chamber of Commerce secretary
Chemical engineer
Chemist
Civil engineer
Cowboy
Credit manager
Custom house broker
Electrical engineer
Farmer
Forester
Librarian
Magazine editor
Marine insurance underwriter
Newspaper editor
Newspaper reporter
Pharmacist
Photographer
Physician
Piano tuner
Poet
Plumber
Poultry salesman
Press agent
Printer
Private secretary
Public accountant
Public relations counsel
Purchasing agent
Professor of economics
Retail salesman
Sales manager
Shipping clerk
Steamship agent
Stenographer
Submarine boat expert
Surveyor
Travelling salesman
Vaudeville actor
Violinist
War correspondent

Probably the most peculiar "background" reported was by the director of advertising of a very well-known food product, who gave as one of his early vocations that of fish-feeder to the sea-lions in a circus!

Of the group reporting, thirty-three per cent had attended college, and of these, seventy-four per cent had attained degrees. Bachelor of Arts was the degree attained by the majority, with a number holding the degree of Bachelor of Science, and one each of Bachelor of Philosophy, Bachelor of Journalism, Master of Commercial Science, Doctor of Medicine, and Doctor of Laws.

Twenty-three colleges and universities were reported; Harvard and the University of Michigan ranking as the favorites. There were two foreign universities represented, and there was one graduate of Annapolis.

It appears from an inspection of the reports that the men reporting fall into four main classifications as to former training, and that this former training is in large measure responsible for the viewpoints with which they regard the "profession" in which they are now engaged. These four groups may be styled, first, the "Professional" group, consisting of those men who have been in advertising work during practically all of their business lives, or who have come into the work after years of service in their present organizations. The second group is composed largely of those men who have come into advertising from the selling end, and to whom may be assigned the title of the "Practical" group. The third group consists of former newspaper and magazine writers and editors who fall into the "Literary" group; while the fourth group is made up of persons who have received scientific training, and these may be termed the "Scientific" group.

The "Professional" group is not large, but it contains some of the best-known names among advertising managers. For example, H. F. Jones, advertising manager of the Campbell Soup Company, reports: "Practically my entire business life has been spent with this company. A stenographic training followed my departure from school about twenty years ago and I just 'took a job' with the secretary of this company, who had charge of the sales and advertising end of the business. I have been here ever since."

H. G. Hersh, advertising manager of the Auburn Automobile Company, finds his general knowledge of the work of the other departments of the business, through actual experience, of great value to him in the advertising department, as it gives him a better idea of advertising in relation to the balance of the business.

H. L. Hancock, advertising manager of The Corticelli Silk Company, states that practically all of his training has been in advertising. He entered an agency shortly after graduation from the University of Missouri.

George W. Vos, of The Texas Company, has been in his present position for sixteen years.

C. B. Nash, advertising manager of the Standard Sanitary Manufacturing Company, has been connected with the advertising department of his company for nearly twenty-five years.

R. J. Rehwinkel has been associated with the advertising department of McCray Refrigerators for eighteen years, the last ten as advertising manager.

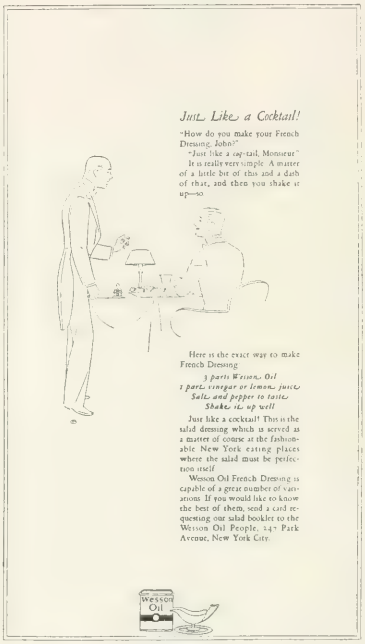
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What Has Art to Do with Advertising?

Very Little, if You Leave it to Mr. Gundlach, But if You Leave it to Me . . .

By Earnest Elmo Calkins

E. T. GUNDLACH, in the previous issue of ADVERTISING & SELLING, advances the sufficiently startling proposal that art and advertising are opposed to one another. Much depends, naturally, on what he means by "art." He does not propose to do away with illustrations altogether. A fifty-dollar cut will do the work, so why pay two hundred and fifty dollars? Only an expert in mail order copy, trained to say a great deal in a small space, could cram so many mistaken points of view in such a short article. A good deal of art applied to advertising is worthless and useless, he says, and it is foolish to pay for art work an amount of money out of proportion to the total appropriation. With these two simple declarations we will all agree, but beyond that something disproves everything Mr. Gundlach says. And I have a strong suspicion that he knows it and wrote what he did only to draw my, or some other man's, fire, and thus start one of those controversies which enliven the pages of ADVERTISING & SELLING.



He says the advertiser is after the reader's money, which is true, and that every reader knows it, which I doubt. The success of advertising, and all selling, is due to the successful disguising of the desire to sell. No argument is so weak as "I want to sell you this radio set." No argument is stronger than "What a lot of pleasure you will get out of this radio set!" Very few goods are sold because the purchaser knows the seller wants to sell them. They are sold because the seller makes the buyer believe that the goods are worth more than the money it will take to buy them. A buyer never thinks of the seller's state of mind. If he did he wouldn't buy. No selling strategy is more elementary than disguising eagerness to sell.

Even his example of the butcher selling a goose is wrong. The literary stuff in the advertisement should emphatically not be the kind of talk an intelligent butcher hands out when he is trying to sell a goose. His talk would be as bad copy as the proposed picture of the corpse of the goose would be bad art. It is to offer something better than the butcher's talk and the picture of a corpse that advertising exists. Not one butcher in a thousand knows how to sell a goose—or anything else. He is there to hand out geese to people who buy them. And every housewife sees in her mind's eye, as she bargains for her goose, not the pale, white corpse with a bloody neck, hanging from the market hook, but a crisp, brown, roasted goose, stuffed, garnished and dressed, ready to serve, the triumph of her culinary skill. And that is the picture the advertising artist is expected to make. And the better he is as an artist, the more appetizing his picture will look.

I am afraid Mr. Gundlach belongs with the old guard in his unwillingness to use any new device which makes advertising more effective in selling goods. I had a dentist like that once. I had a bad time with my teeth, and diffidently suggested the advisability of having some X-ray pictures made. "All right," said the D. D. S., "I can have those fancy pictures taken for you just as well as anybody, and charge you five or ten dollars apiece for them, but it won't do you any good. That's just all a fad. I've been a dentist too long to believe in all those new-fangled notions." So I changed my dentist, consulted a pyorrhea specialist, and had five teeth in a row taken out (you see it was five out of every five in this instance) and the rest were saved by thorough and drastic treatment, and my general health was greatly improved. This reactionary state of mind is just as fatal in advertising as it is in dentistry. Good pictures are merely another method of making advertising sell more goods, just as careful market investigation, wise selection of media or good copy are. Because some advertisers abuse pictures or overplay them, or sacrifice selling to art, is no more an argument against their use than Mr. Gundlach's extreme position on the right wing.

He alludes feelingly to mail order copy. Mr. Gundlach is an expert on mail order copy. "The mail order houses," he says, "can present ample evidence in cold figures." They surely can. Compare a mail order advertisement or a mail order catalog of twenty years ago with one of today,

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THE · EDITORIAL · PAGE

Millions for Installment Financing

LAST week newspapers announced the formation of the American Rediscount Corporation, with a capitalization of $31,500,000. The purpose of this vast organization will be the rediscounting of time-payment paper. In its function it will follow the lines of the Federal Reserve System, although bearing no relationship to that organization. Thus it should act as a general stabilizer and safeguard. With Lawrence H. Hendricks, controller of the Federal Reserve Bank of New York, at its head, and with Morgan J. O'Brien of the Metropolitan Life Insurance Company as chairman of its Advisory Committee, there seems little doubt but that it will live up to expectations.

This giant corporation will undoubtedly end many of the existing evils of installment selling, and assuage, at least partially, many of the worst fears of the calamity howlers. Nevertheless, it is not looked upon as a panacea for all partial-payment ills. Its greatest importance at the moment is simply this: It marks the official recognition by the leading financial authorities of the fact that installment selling as a system is here to stay and must be regarded in that light by all those concerned, no matter what may be their personal opinions of its advisability. It has become an American business institution, rather than the temporary fly-by-night trend as which many of the conservatives have persisted in regarding it. As such it must be taken into consideration in determining future sales policies.

$1,800 Farm Income Equals $3,000 City Income

THE United States Department of Agriculture has recently made a survey, the results of which prove that an $1,800 cash income on the farm is as good as a $3,000 income in the city.

A study of the living expenses of 2886 typical farm families in several widely separated States was made. It was found that these expenses averaged about $1,600 per family. This $1,600 included $684 worth of goods raised on the farm, or provided by the farm, such as food, fuel, and housing. In other words, about two-fifths of the expenses of each farm family are secured from the farm in the form of goods. To pay their expenses, these typical farm families had to have a cash income of only about $900.

This is a fact about the farm market that is steadily overlooked. We are always comparing city incomes with farm incomes, to the disadvantage of the latter. We forget that the urban family with an income of $3,000, which is a typical city income, is no better off than the farmer whose cash income is only three-fifths of that figure. The city man's income is gross. From it must be deducted food, rent, fuel and other items, for a large part of which the farmer does not have to make a cash outlay.

It may, therefore, be inferred from the Department of Agriculture's figures that if a farmer has a cash income of $1,800, it gives him the same buying power that the city man has with a $3,000 income. With his elemental necessities largely provided directly from the farm, the farmer's family can use most of its cash income to buy conveniences, comforts, and luxuries.

To live on the same standard as the farmer, the city family must have an income that is two-thirds larger than that of the farmer's.

An Unusual Agency Service

A NEWS article in a recent issue of the New York *Herald Tribune* gave Bruce Barton, of Barton, Durstine & Osborn, Inc., credit for initiating a series of conferences among certain stockholders of the General Baking Company, W. B. Ward, and others, which have peacefully terminated litigation that had hampered the company for a year and threatened to impair its efficiency for a long time to come.

It will be recalled that in 1925 the General Baking Corporation was organized for the purpose of taking over the common stock of the General Baking Company. At this juncture the United States Government stepped in, alleging that the General Baking Corporation, the Ward Food Products Company and other affiliated organizations were planning to violate the anti-trust laws. The companies involved accepted a "consent" decree, thus agreeing to the Government's prohibitions.

Dissension then arose among the stockholders. Three different suits were started. Fortunately, because of Mr. Barton's enterprise, these suits will not come to trial. A good will destroying legal battle has been prevented and harmony has been restored.

The incident illustrates how many-sided are the services of the well-equipped advertising agency. In getting these litigants to settle their grievances outside of the courts, Mr. Barton has rendered a service of incalculable value to all parties concerned.

Though this is not one of the regular functions of an advertising agency, just the same it is in a fine position to perform such a service. Holding, as it does, a professional relationship with its clients, it not only enjoys their confidence but it also possesses an intimate knowledge about their business that ideally equips it to act as an intermediary in case of disputes.

Newspaper Week

THE week of Benjamin Franklin's birthday, January 17, has been designated as Newspaper Week. The sponsors of the "week" state as its aim giving national and local advertisers a better conception of the constructive work the newspapers are doing in the promotion and sale of advertised commodities both locally and nationally.

It strikes us that of all the "weeks" in the past year there have been none with more point or pertinency than this one. The newspapers have a story to tell, but ordinarily the majority of them, with the exception of the journals in the larger cities which have well-manned advertising promotion departments, are so busy serving the news six or seven days a week that they have little time to stop and think about doing an educational job on their own account.

Introducing the Mustard Club

The British Mustard Industry Does Something New in Association Campaigns

By John L. Love

GIVEN a product in universal demand, enjoying one hundred per cent distribution, and an amalgamation of all its producers, is advertising necessary?

That summary accurately describes the problem of the British mustard industry, whose answer to the query is a very decided "Aye!" For generations mustard has always been widely and intensively advertised in the British Isles, and for a long time it has been a cherished institution there. During the War an amalgamation was effected of the large British mustard producers, but the elimination of competition did not lead to any let-up in advertising. Rather, it intensified it. Everybody ate mustard; but only with beef. Of recent years its use with fish, flesh and fowl—and in the bath—has been persistently taught, with the result that a "saturated" market expanded wonderfully. More recently the Mustard Trust, encouraged by the demonstrated elasticity of its market, has successfully widened it still further with a most unusual advertising campaign that became literally the table talk of the British Isles.

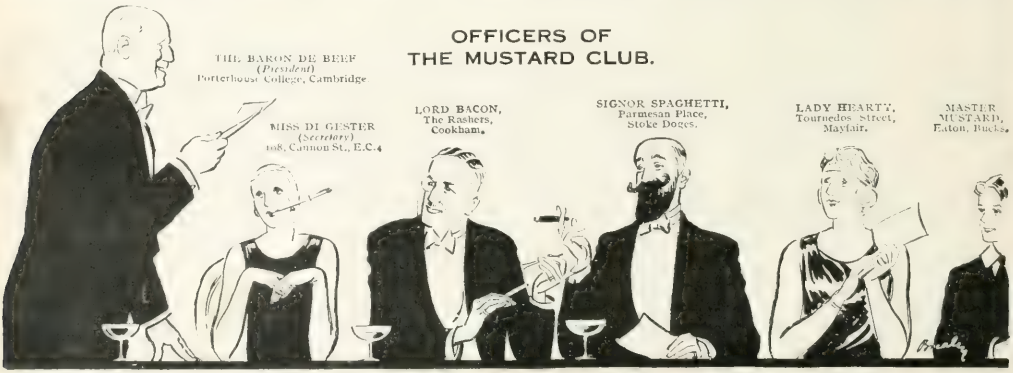
The campaign began on hoardings, in motor buses, in large space and page displays in newspapers and magazines. The first barrage consisted of teasers shooting the mysterious question, in large black letters: "Have You Joined the Mustard Club?" Following came an urgent summons in quality magazines and elsewhere: "Join the Mustard Club!" Below was the italicized announcement: "Opening Day of the Mustard Club, October 29th." Simultaneously some of the best-known restaurants in London displayed cards with the legend: "This is a branch of the Mustard Club." A few days later newspapers announced the formation of the club. This was followed by large space reports of a fictitious court case in which the directors of the club were charged in a writ, issued by "Messrs. Sausage and Mash," of undue mystification, the defendants being ordered to make public announcement of their intentions by Oct. 29. Accordingly, on or near that date generous displays explained the mystery.



Opening Day of the Mustard Club, October 29th

It is unnecessary to state that the entire series was of a semi-humorous nature, or that the copy was thickly interlarded with the puns and near-puns which are as typically English as mustard itself, although—many of them—hardly so pungent. It appeared that "The Mustard Club (1926) had been founded by one Baron de Beef, of Porterhouse College, Cambridge." According to the copy, "It is a Sporting Club because its members are always there for the meat." (N. B. Joke here! "Meat," in sporting parlance, is the quarry.) "It is a Political Club because members find that the *liberal* use of Mustard saves *labour* in digestion and is *conservative* of health. It is a Card Club, but members are only allowed to play for *small steaks.*" (The italics are ours—introduced to guide the uninitiated to the subtle British humor.)

For its motto the club took "Mustard Makyth Methuselahs," and its "rules" provided that mustard should be eaten "on all proper occasions to



BRUCE BARTON ROY S. DURSTINE ALEX F. OSBORN

Barton, Durstine & Osborn
INCORPORATED

An advertising agency of about two hundred people among whom are these account executives and department heads

James Adams
Mary L. Alexander
Joseph Alger
John D. Anderson
Kenneth Andrews
J. A. Archbald, jr.
R. P. Bagg
W. R. Baker, jr.
F. T. Baldwin
Bruce Barton
Robert Barton
Carl Burger
H. G. Canda
A. D. Chiquoine, jr.
Margaret Crane
Thoreau Cronyn
J. Davis Danforth
Webster David
C. L. Davis
Rowland Davis
Ernest Donohue
B. C. Duffy
Roy S. Durstine
Harriet Elias
George O. Everett
G. G. Flory
K. D. Frankenstein
R. C. Gellert
B. E. Giffen
Geo. F. Gouge
Louis F. Grant
Gilson Gray
E. Dorothy Greig
Girard Hammond
Mabel P. Hanford
Chester E. Haring
F. W. Hatch
Boynton Hayward
Roland Hintermeister
P. M. Hollister
F. G. Hubbard
Matthew Hufnagel
Gustave E. Hult
S. P. Irvin
Charles D. Kaiser
R. N. King
D. P. Kingston
Wm. C. Magee
Carolyn T. March
Elmer Mason
Frank J. McCullough
Frank W. McGuirk
Allyn B. McIntire
Walter G. Miller
Alex F. Osborn
Leslie S. Pearl
T. Arnold Rau
James Rorty
Paul J. Senft
Irene Smith
J. Burton Stevens
William M. Strong
A. A. Trenchard
Charles Wadsworth
D. B. Wheeler
George W. Winter
C. S. Woolley
J. H. Wright

BBD

NEW YORK
383 MADISON AVENUE

BOSTON
30 NEWBURY STREET

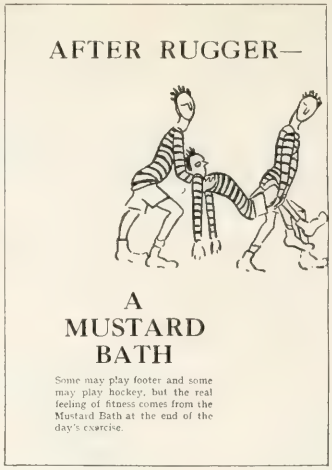
BUFFALO
220 DELAWARE AVENUE

Member American Association of Advertising Agencies
Member Audit Bureau of Circulations
Member National Outdoor Advertising Bureau

promote appetite and strengthen digestion," and used in the bath when "physically exhausted or threatened with a cold"; that each member should at least once during every meal make the secret sign of the club by placing the mustard pot six inches from his neighbor's plate; that sandwiches without mustard should be repudiated with contumely; that members should insist on freshly-made mustard and refuse to tip waiters who forget it.

The objects of the club were stated to be "To enrol all Grumblers, Curmudgeons, and such other persons who, by omitting the use of mustard, have suffered in their digestions; and to bring such persons to a joyous frame of mind and healthy habit of body by the liberal use of mustard; to encourage the use of mustard not only with beef and bacon, but to show how it improves the flavour of mutton, fish, cheese and macaroni; to teach the younger generation that the true foundation of health is the mustard pot, and that its regular use enables one to 'keep that school-boy digestion.' "

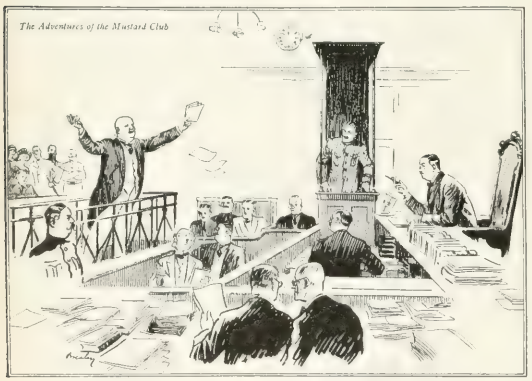
In addition to the president, Baron de Beef, the officers of the club were given as Miss Di Gester, secretary; Lord Bacon (The Rashers, Cookham), Signor Spaghetti (Parmesan Place), Lady Hearty and Master Mustard (Eaton, Bucks). These individuals, forming a group of trade characters, were featured in each advertisement. That there were more than ten million branches of the Mustard Club—"in fact, wherever a few people are mustered together at dinner"—was another point made.



These opening announcements were quickly followed by novel advertisements designed to keep alive and augment the interest that had been created. One display showed Baron de Beef, accompanied by his executive, reading the rules of the club to all and sundry. One hundred per cent English, faultlessly dressed —as were all the officers—debonair, genial and hearty, the Baron appealed as a thoroughly typical president of a social club. He dominated each of the series which dealt with "The Adventures of the Mustard Club." One display described the arrest and trial of the genial president on the charge of ordering "one railway sandwich and refusing to pay for same." Pleading that "the sandwich contained no mustard and therefore it was not a true sandwich within the meaning of the Act," the Baron gets away with it without a stain on his character. "An Auction at the Mustard Club" is another topic in which the manifold merits of mustard are ingeniously played up.

Apart from brief passing mention of mustard as a tonic for the tub, this use of the condiment was not stressed in the Mustard Club series. Mustard for the toilet was given a campaign of its own, which was run

[CONTINUED ON PAGE 88]



ARREST *of* THE BARON DE BEEF

"What is a Sandwich?"

The Baron de Beef, who gave the Mustard Club, Ham Court as his address, was charged at Bow Street this morning with ordering one Railway Sandwich (Exhibit 14) and refusing to pay for same.

THE MAGISTRATE (sternly): "What have you to say in your defence?"

BARON DE BEEF: "This is a protest in the public interest. The sandwich contained no mustard. (*Murmurs in court.*) I claim therefore that it was not a true sandwich within the meaning of the Act."

At this stage Dr. Wyseman was called as a witness for the defence. He contended that ham, the material contained in the sandwich, was of a fatty nature and needed mustard for its digestion. He agreed with the defendant that his, the defendant's act, was a proper measure to take in safeguarding the national digestion.

The Magistrate here called for the sandwich (produced). He said he would not follow judicial precedent and ask "What is a sandwich?" since the evidence of the defence was conclusive. Two layers of bread with ham between, but without mustard, did *not* make a true sandwich. He discharged the prisoner without a stain on his character (*cheers from the body of the court*), and in view of the importance of the issue, would order the papers in the case to be sent to the Minister of Health. (*Loud and prolonged cheers.*)

JOIN THE MUSTARD CLUB!



The Reading *of the* Rules at the Mustard Club

Extraordinary Meeting of the Mustard Club. Present—The Baron de Beef (President), Lady Hearty, Lord Bacon, Signor Spaghetti, Master Mustard, Miss Di Gester (Secretary), etc., etc.

The President (*The Baron de Beef*) —

"Ladies and Gentlemen: A lot of people are puzzled about the Mustard Club. Our able Secretary, Miss Di Gester, has been overwhelmed with inquiries. I therefore propose to take this opportunity of replying to a few typical questions.

Is the Mustard Club a social club? Yes, because all our members are good mustard. They follow Rule 5 and make the mustard freshly every day.

The Mustard Club is not a Night Club, though many of our members know how good grilled herring and mustard sauce tastes at 2 a.m.

Is it a Card Club? Yes, because mustard is the bridge between good food and good digestion. But it has no other, no solo, enjoyment and no restrictions. It has no age limit, no speed limit and no bed-limit.

(**A voice**: But *where* is the Mustard Club?) Wherever three or four people are mustered together at dinner, there you have a meeting of the Mustard Club. The savoy, the Ciro, Boeuf, and all restaurants where good food is served, are frequented by our members. Every home, too, where people respect their digestions, is a branch of the Mustard Club.

(**A Member**: On a point of internal disorder . . .

The President (*tersely*): It says the Rules of the Club are properly followed, internal disorder does not arise.

Now, ladies and gentlemen, I will call upon our Secretary, Miss Di Gester, to read the Rules of the Mustard Club."

RULES *of the* Mustard Club

1. Every Member shall on all proper occasions eat Mustard to improve his appetite and thereby ensure his digestion.

2. Every member when physically exhausted or threatened with a cold shall take refuge in a Mustard Bath.

3. Every member shall once at least during every meal make the secret sign of the Mustard Club by placing the mustard-pot six inches from his neighbour's plate.

4. Every member who asks for a railway sandwich without mustard commits no Mustard Act but publicly avows his ignorance.

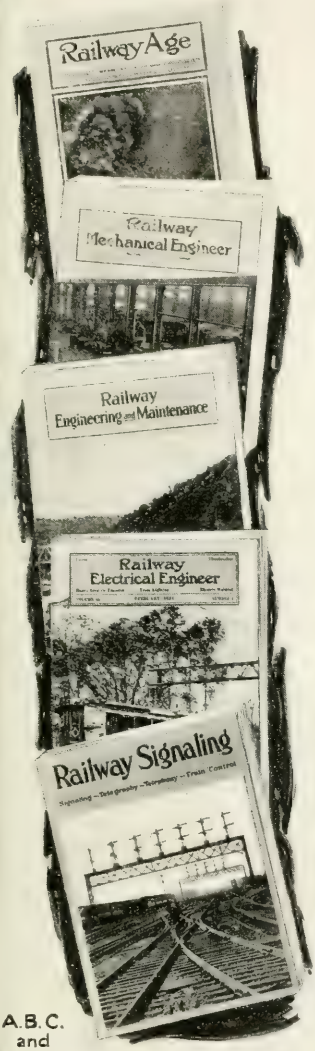
5. Every member shall see that the Mustard is fly-made and no member shall tip a waiter who neglects to put Mustard on the table.

6. Each member shall instruct his children to keep that school-boy digestion by turning the label of rising Mustard.

The Password of the Mustard Club is "Pass the Mustard, please!"

S.M.B.

The Railway Service Unit



A.B.C. and A.B.P.

Railway Improvements in 1927 $750,000,000 to $900,000,000

THE railways of the United States and Canada will probably spend somewhere between $750,000,000 and $900,000,000 of new capital for equipment and other additions and improvements to their properties, exclusive of current repairs and maintenance, in 1927. This conclusion is based on studies of traffic, statements of railway and industrial executives in letters to the *Railway Age* and the budgets furnished by 27 representative roads with an aggregate of nearly 90,000 miles of lines.

In reaching this important market effectively the five departmental railway publications that comprise the *Railway Service Unit* can aid you materially. They select the railway men you want to reach—for each publication is devoted exclusively to the interests of one of the five branches of railway service.

Our Research Department will gladly cooperate with you in determining your railway market and the particular railway officers who influence the purchases of your products.

Simmons-Boardman Publishing Company

"The House of Transportation"

30 Church Street **New York, N. Y.**

Chicago: 608 S. Dearborn St. Cleveland: 6007 Euclid Ave. Washington: 17th and H Sts., N. W.
Mandeville, Louisiana San Francisco: 74 New Montgomery St. London: 34 Victoria St., S.W. 1

What Do Advertisers Want to Know about Business Papers?

By C. F. Beatty

Chairman, Business Paper Committee, Association of National Advertisers

THE action of The Sherwin-Williams Co. in referring all publication representatives to its advertising agents has aroused so much comment that one might pardonably believe some Great God of Advertising had decreed that no advertiser might listen to a space salesman's story henceforth and forever more.

We all sympathize with Mr. Lemperly, particularly those of us who use much business paper space. Perhaps we feel that calls from sellers of space interfere with the work of our advertising departments; others of us undoubtedly feel that it is part of our department's job to interview intelligent callers. No blanket solution to the problem seems possible as long as we are what we are. May I venture to say no authoritative "technique" can be developed in the relation between space salesman and space buyer as long as they remain human beings? It is a matter of individual relationships.

A number of advertising problems are involved in this whole subject, chief of which, to my mind, is the increasing cost of advertising. Interviewing multitudes of space sellers is part of the cost of advertising; so is forced circulation. Huge advertising sections are part of it. Unduly multiplied duplication is part of it. Super-advertising and the publishers' anxiety to get a share of the manufacturer's advertising dollar have contributed their share. Danger flags are being waved here and there; decreasing returns and increasing expenses are causing alarm.

What's to be done about it? Of course, no one knows what can be done about *all* of the factors which are making advertising more and

Thirty-Eight Advertisers Suggest This Form

1. Name of Periodical.....
2. Name of Publisher.....
3. Publication Office Address.....
4. How often and on what day or date is your periodical issued regularly?.....
   How does its special editions, if any, differ from its regular issues? (Give dates as well as character or object of special editions).....
5. Publication sizes:

   No. pages: advertising?.....editorial?.....
   Size trimmed page:.....wide.....high.....
   Size type page:.....wide.....high.....
   Columns per page....advertising....editorial....
   Forms close .....

6. Average total circulation per issue twelve months ending.....net paid?.....
7. Advertising rates from rate card adopted.....

Space	1 time	times	times	times
1/16 Inch.....	$....	$....	$....	$....
1/8 Page.....	....	....	....	....
1/4 Page.....	....	....	....	....
1/4 Page.....	....	....	....	....
1 Inch or 1 Line..	....	....	....	....

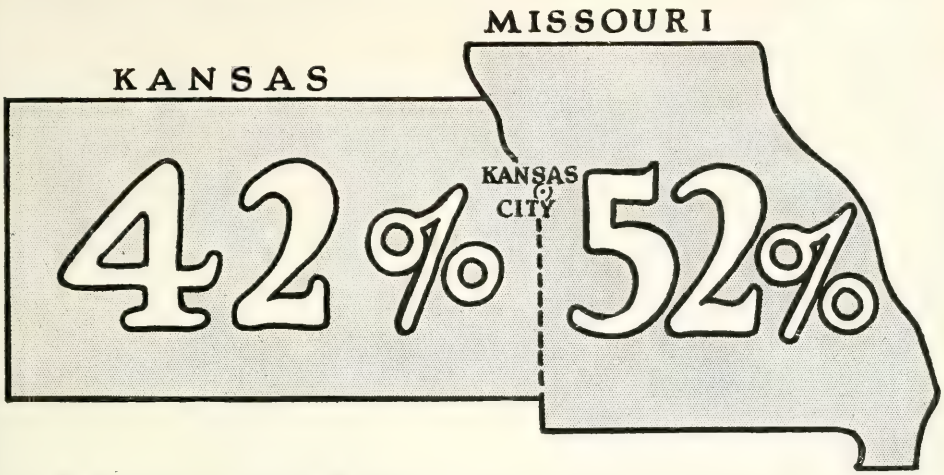
   Preferred positions:

   Front cover ..... $....
   First page facing editorial page..... ....
   Back cover ....
   Second cover ....
   Third cover ....
   Cover limitations?.....
   Cost for colors..... $....
   What discounts are allowed?.....
   Advertising agency commission?.....cash discount?.....
   Are advertising rates quoted the same for all advertisers?.....If not, give reasons.....
8. What distinguishes this periodical in character from others of similar purpose?.....
9. What does the publication provide for its readers which they cannot obtain from any other publication? .....
10. What is your present editorial staff?.....
11. What consulting service does the publication offer its readers which will help them solve problems peculiar to their business?.....
12. What present purpose, and whom does this periodical now serve?.....
13. What determines the limit of number of subscribers obtainable for this periodical, and what is the estimated limit?.....
14. What are its organization and methods for getting and keeping subscribers?.....
15. To whom does this circulation go?.....

(Give occupation or importance of subscribers using such subdivisions as may best describe the subscribers of this periodical, according to the conditions, e.g., an industrial group can be divided into Firms, Officals, Executives, Managers, Engineers, Superintendents, Foremen, Workmen, etc., or in other specific classes to suit the industry or profession covered. If more detailed analysis is available in some other form attach to this data sheet.

1.	.....%	6.	.....%
2.	.....%	7.	.....%
3.	.....%	8.	.....%
4.	.....%	9.	.....%
5.	.....%	10.	.....%

[CONTINUED ON NEXT PAGE]



In KANSAS The Kansas City Star is read in 42% of ALL the Homes, Urban and Rural.

In MISSOURI (excluding St. Louis) The Kansas City Star is read in 52% of ALL the Homes, Urban and Rural.

25% Discount

DAILY STAR AND WEEKLY STAR COMBINATION
1,005,180 Circulation

Per line (small ads).....$1.53¾
¼ Pages (532 lines) per line 1.44⅜
Full Pages (2,128 lines) per line 1.35

SUNDAY STAR AND WEEKLY STAR COMBINATION
791,429 Circulation

Per line (small ads).....$1.35¾
¼ Pages, per line..... 1.26⅜
Full Pages, per line..... 1.17

The Kansas City Star DAILY and The Kansas City Star WEEKLY have a combined circulation of more than 1,005,180 copies.

They reach nearly half of ALL the families, both urban and rural, in Kansas and Missouri, exclusive of St. Louis.

Kansas City is the center of the richest productive area in the world—a district that produces annually in basic wealth from the soil three thousand million dollars!

Wheat, corn, cattle, hogs, sheep, lumber, oil, lead, zinc —these things are essential to modern civilization and account for the year-in and year-out prosperity of the Kansas City territory.

See the table of rates for The Daily and Weekly Star and The Sunday and Weekly Star in the box to the left.

Here is the lowest daily newspaper rate in the world combined with the lowest farm paper rate in the world—less a special discount of 25 per cent.

Here is the only city and trade territory in the world where both the urban and rural market—the complete market—can be covered adequately at a low newspaper rate.

THE KANSAS CITY STAR

The Weekly Kansas City Star.

New York Office: 15 E. 40th St.
Telephone Central 9360

Chicago Office: 1418 Century Bldg.
Telephone Wabash 1067

more expensive if it is to be resultful, but perhaps there are some small, simple matters where savings can be effected, where both publisher and buyer of space may reduce the costs of doing business.

Edward Hall once figured out that each space salesman's call on the Ralston Purina Co. cost between five and ten dollars. In one month he had sixty solicitors call on him. As he says, it was an off month—no lists being made up. Multiply that situation by thousands and it amounts to quite a tidy sum. That adds to publishing costs and to the cost of maintaining an advertising department.

Now, then, what can the publisher do to cut down this selling expense, to help us advertisers save time—and money—and still get his story across, perhaps in more compelling fashion? Isn't the answer to be found in giving the buyer the information that he wants, quickly, and in convenient and authentic form? The real space salesman who brings something constructive will maintain his place, "alibi calls" will lessen, and more qualitative salesmanship will develop.

What *does* the advertiser want to know? This article is concerned only with what the advertiser wants to know about business papers.

A few years ago, two large users of business paper space, Western Electric Co. and General Electric Co., developed a form which they required space sellers to fill out before lengthy interviews were granted. These forms, the size of the familiar A. B. C. reports, provided spaces for such information about quantitative circulation as was expected where no A. B. C. report could be furnished by the solicitor, and spaces for rate information. In addition there were some questions to be answered on the qualitative side of circulation. Strangely enough, no publication grasped the opportunity to present its story in this fashion to prospective advertisers.

WITHIN the last year thirty good-sized users* of business paper space were approached on the subject of saving time in interviewing salesmen through the medium of such reports as had been developed by the two companies mentioned. In many cases the idea seemed to be new. Only two advertisers displayed no interest, believing that every salesman of space should have all the time he wished, as often as he wished, to discuss his publication. In most cases other questions than those embodied in the existent reports suggested themselves. In some cases particular questions concerned with the special requirements of individual businesses were asked. These last were not considered in tabulating replies, but all questions whose answers might conceivably have an interest broad enough to apply to the needs of business paper users in general were recorded. The possibility of having for consideration and filing the essential facts regarding all publications—and having them in black and white—made an instant appeal. Space sellers can be sure that advertisers want information in this form.

Lynn Ellis, commenting on The Sherwin-Williams' policy, had some pertinent suggestions to make in ADVERTISING & SELLING of Dec. 1. Here they are, and they apply to business papers as well as to others:

1. Tell the publishing world to adopt a standard physical form and a standard topical outline for those *essential facts* about a publication and its market which are not covered by A. B. C. reports and the standard rate card.
2. File these reports as religiously as the architect files building material literature which conforms to the A. I. A. standards in form and indexing.
3. Don't let publication representatives waste their time and yours merely repeating "dope" that should be in print and on file.
4. Confine personal presentations of solicitors to one of two classes:
(a) In season, concrete and well organized presentations showing the *specific application* of given mediums to current problems previously outlined, preferably by the agency.
(b) Out of season, equally well organized, once-and-for-all presentations of publication history, aims and excuse for existence.

[CONTINUED ON PAGE 82]

*American Stove Co., Bausch & Lomb Optical Co., Brown Shoe Co., Inc., Carnegie Steel Co., Crane Co., Hercules Powder Co., Johnson & Johnson, National Lamp Works of General Electric Co., New England Confectionery Co., Standard Oil Co. of New Jersey, Statler Hotels Co., Inc., The White Co., Western Electric Co., Armstrong Cork Co., Rand Kardex Bureau, Inc., California Packing Corp., Pittsburgh Plate Glass Co. (Patton-Pitcairn Div.), The Vick Chemical Co., Baker-Vawter Co., The H. J. Heinz Co., The Coleman Lamp and Stove Co., The Philip Carey Co., National Lead Co., The New Jersey Zinc Co., The Wahl Co., Strathmore Paper Co., Graybar Electric Co., Ault & Wiborg, Cadillac Motor Car Co.

[FORM CONTINUED FROM PRECEDING PAGE]

16. What is the present paid circulation in each of the geographical divisions below and what is the limit obtainable for this periodical in each? (Give this data as completely and accurately as records of this periodical will permit. By "limit" is meant the publisher's estimate of the total desirable subscribers naturally present in the field).....

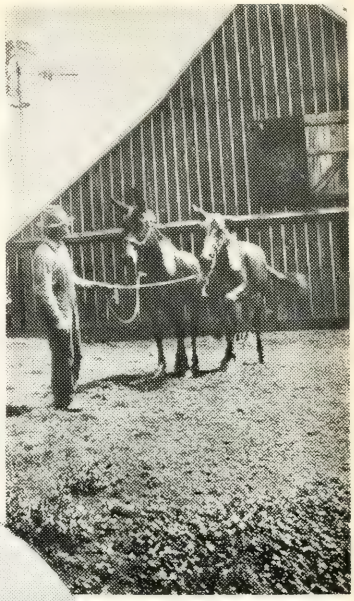
[For lack of space the table that follows has been omitted. It is divided into the major geographical divisions of the United States and then sub-divided by States. The headings of the columns to be filled in are "Actual" and "Limit"; members of the Audit Bureau of Circulations are instructed to attach in addition a copy of the latest A. B. C. Report—EDITOR.]

17. Do you maintain as a part of your own organization a Service Department to prepare advertising?.....
18. What charge, if any, is made for this service?.....
19. What is the percentage of renewal of advertisers for one year?.....two years?.....five years?..... ten years?.....
20. What advertising do you carry on products similar to ours?.....
21. What evidence have you that the publication is actually read by the types of people the advertiser wishes to reach?.....
22. Subscription price: Annual?.....Single copy?..... Lowest special?.....
23. What is your average total circulation per issue for the past year?.....
24. What percentage of this total circulation is:
    1st—Full price annual subscriptions without premiums?.....%
    2nd—Reduced rate subscriptions without premiums?.....%
    3rd—Paid subscriptions with premiums?.....%
    4th—Pair newsstand?.....%
    5th—Complimentary and otherwise free?.....%
25. In the event of the advertiser making an advertising contract with this periodical will its publisher agree to furnish advertiser with reports of annual examinations of circulation records by the Audit Bureau of Circulations or by other approved auditor according to acceptable standards?.....If not, what form of proof of circulation will be furnished?.....

Signed
.....(Business Manager)
.....(Publisher)
.....(Periodical)
Date .....

Iowa Folks Like It!

One hundred and ninety thousand Iowans call The Des Moines Register and Tribune "my newspaper." They like the way it covers the news of the world and their home state, its metropolitan features and picture service.



"I sell automobiles, and find the road information in *The Register* valuable. I like it because I can read all the news at the breakfast table. I think your sports section is the best of any daily newspaper published." — F. B. McTigue, Emmetsburg, Iowa.

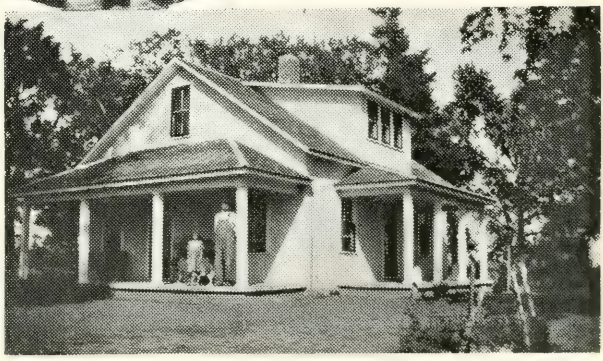




"I think your newspaper a good, clean one for the home. I am especially interested in your farm pages, a feature which no other newspaper in this territory contains." —R. T. Jones, Rolfe, Iowa.

"I have been a reader of your newspaper for 15 years and have never found any newspaper that would serve my family as well. It is certainly the newspaper Iowa depends upon."—M. A. Griffith, Runnells, Iowa.

"From a business standpoint I like your morning paper because of the movie reviews which I am able to read before I buy films for my house. I like the news from all points of the State and the world. My son can't get along without the comics."—Wayne B. Franke, Manager Strant Theater, Humboldt, Iowa.



Des Moines Register and Tribune

A Thirteen Year Old Boy Looks at Advertising

By Richard Y. Giles

"OH, Skinn-ay! I've brought my new Hole Dupp Arch Support! Isn't it a 'jim-dandy'? Note the finely plated disectional mid-riff!"

This is what stares out at me from the advertising sections of the boys' magazines. And someone receives part of his monthly stipend for producing that! Fancy something like this in your own adult magazine:

"Oh, Mr. Jones! Just look at my wonderful new cigar lighter. Why, just see how the patented reversible gadget holds the fire!"



But boys do talk that way? No more than you. At least, not about a new hair groom or a tie-clip. Recently "Biles," "Pivot," and "Pop" Morgan, three friends of mine, started saying, "Oh, Skinn-ay! I've brought my new sleeve garters!" This has become a byword among the more humorous—and therefore more-to-be-envied—circles near my home. I should like to see some fellow's face who has written one of those advertisements if he could hear the subtle sarcasm that can be put into such an announcement by a real boy.

"Skinn-ay," "Chick," "Tug"—all husky, healthy boys, perhaps, but certainly they wax a little bit too dumbly enthusiastic when it comes to talking about their new apparel.

This fake enthusiasm is the cause of my loathing the B—— Sweater advertisements. Here is part of one from the December *American Boy*:

(Scene: two boys by a Christmas tree.)

"Jiminy, Bill, that sure is a wonderfully fine sweater!"

"You bet! It's the best Christmas present I got this year. It's a B——. Wool. Feel of it. All wearing parts are reinforced! Did you get one?"

"No, but I'm *goin'* to. Dad gave me this B—— Sports Coat last year to wear to school. It's as good as new. But I've got to have a heavy sweater, too."

This kind of advertising certainly repels me. It leers up like a personal insult. Perhaps it's because of the second boy's saying "All wearing parts are reinforced." Perhaps it's partly that frightful slang. I don't quite understand what the whole cause is. But it's there.

And another thing. "Skinny," "Chick" and "Tug' may be really delightful nicknames for boys—but in all my life of thirteen years, never have I heard of more than one "Skinny," and no "Chicks" or "Tugs." I think that these names must be relics of a bygone generation.

SPEAKING of these relics, the advertiser is not usually all there when it comes to the present-day interjections. Most of those used by the advertiser now were used by some wise prophet of Noah's day when he reflected on the bountiful harvest soon to be gathered by the members of the finny tribe. "Jiminy!" "Boy!" and "Gee!" occurred in seven different ads in a single issue of a boys' magazine. Aged in the wood! I expect to see "Banana oil!" and "Ain't it the bee's knees?" old as they are, used in the boys' magazines when I am a hoary-haired patriarch—certainly not before.

Don't talk to a boy of this day as you did to the boys of your own. Boys' tastes have changed a great deal; for better or for worse. Look at lead soldiers. Sure, little boys still play with them. But most boys prefer constructional toys such as Erector, Meccano, and Lincoln Logs, or dynamos and radios. Possibly games twenty years from now will be entitled "Playing Wall Street" or "Running the Land Boom."

Then take reading. My father assures me that practically all the boys of his day read Alger and such authors. Now we read a far different type of books, of which I might pick "Beau Geste" as a good example.

All right. And now more about old slang. I saw in a recent shoe advertisement a picture of a fellow out with a girl. He was buying tickets at a dance and overhead was this legend:

"All dressed up and someplace to go!"

Now that, to use a neat phrase I saw recently, was invented even before Wills started to challenge Dempsey.

In the center of a bicycle advertisement I noted this choice little item:

"BOYS—The 1927 models are 'hummers,' the best we've ever made, etc., etc."

This "BOYS! do this" and "BOYS! do that" is terrible. Why shout "BOYS!"? Or yell "FELLOWS!"? If, upon settling down to write an ad in a boys' magazine you write to a lot of poor little kids who have to wait from five to ten years before they can even vote, your statements will seem to lack

[CONTINUED ON PAGE 54]

TRUE TALK

by a prominent Ohio merchant,
to the Association of National Advertisers

"If the manufacturer wants the retailer to get behind his advertising, his first care must be to sell the dealer on his goods."

Note: The department store is purchasing agent for its community, and *always* looks on itself as such. When the store gets its consignment of handbags, hats or whatever—that merchandise belongs to the store, has the store's own background of prestige and shares the benefits of the store's investment in publicity. If the manufacturer advertises to the consumer, so much the better—the merchant welcomes constructive cooperation of every kind. But such work is and must be a secondary job, having nothing to do with the progress of goods on their long trip to the point of final sale.

Help yourself! If advertising can be of service, use it, but use the kind that works on the key figure in your success—tell and sell *the merchant* and he'll tell and sell the millions.

The Economist Group
DRY GOODS ECONOMIST
DRY GOODS REPORTER — DRYGOODSMAN

The most effective, most economical way to reach and influence dry goods and department stores

INDUSTRIAL ADVERTISING and SELLING

This department is devoted to discussions and news of particular interest to industrial advertisers. Other articles that apply to both industry-to-industry and manufacturer-to-consumer marketing will be found elsewhere in the issue.

AT the December meeting of the Eastern Industrial Advertisers the following were nominated as officers and directors for 1927. They have all been elected by a letter ballot.

FOR PRESIDENT: W. J. Chandler, Lehigh Portland Cement Co., Allentown, Pa.

FOR VICE-PRESIDENT: R. B. Cook, David Lupton's Sons Co., Philadelphia.

FOR SECRETARY: F. C. Weber, Keasby & Mattison, Ambler, Pa.

FOR TREASURER: S. E. Linderman, United States Cast Iron Pipe & Foundry Co., Burlington, N. J.

FOR DIRECTORS — Nine: N. S. Greensfelder, Hercules Powder Co., Wilmington, Del.; R. D. Black, Black & Decker, Towson, Md.; Joseph Rhoads, J. E. Rhoads & Sons, Philadelphia; Ellis E. Brown, Brown Engineering Co., Reading, Pa.; Herman Kimble, Kimble Glass Co., Vineland, N. J.; R. B. Savin, S. S. White Dental Mfg. Co., Philadelphia; C. L. Simon, Aitkin-Kynett Co., 1516 Chestnut Street, Philadelphia; S. H. Yorks, Bethlehem Steel Co., Bethlehem, Pa.; R. F. Beard, McGraw-Hill Co., Philadelphia.

FOR PROGRAM COMMITTEE: D. J. Benoliel, International Chemical Co., Philadelphia; J. M. Combs, American Engineering Co., Philadelphia; E. F. Carley, DuPont DeNemours & Co., Wilmington, Del.

FOR MEMBERSHIP COMMITTEE: Anson B. Harvey, J. E. Rhoads & Sons, Philadelphia; R. F. Beard, McGraw-Hill Co., Philadelphia; A. M. Robinson, I. G. Brill, Philadelphia.

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Salesmen and the Motion Picture

By J. H. Gregory

Publicity Manager, Barber-Greene Co.

MOTION pictures are used by such a comparatively small number of manufacturers, that their novelty enables a salesman to gain interviews much more quickly than he normally would. This is assuming that he is equipped with a portable outfit that enables him to take his whole show into the prospect's office.

More important than the novelty feature, however, is the educational value. With motion pictures the prospect is conducted into the plants and onto the jobs of competitors, or is shown the machine the salesman is trying to sell, in action in all parts of the country working under varying conditions. In a few minutes the consumer can see things that would otherwise require days or weeks.

Motion pictures can also be used to educate the internal organization on the work of machines in the field, thereby stimulating a pride in craftsmanship. After it is observed in action, a machine ceases to be a combination of bars and bolts to be used for some unknown purpose. So in all Barber-Greene offices and in the offices of most of our sales agents there is at least one Bell & Howell projector and a set of Barber-Greene films.

I find veteran salesmen as enthusiastic about motion pictures as are the beginners. Joe Gurney, our district manager in Pittsburgh, says the "movies" are the best sales help we have ever given his office. Clifford Gould, our Detroit manager, tells how he set the machine up in a prospect's office and then left to make another call. At first this prospect had been "too busy to see him." Before Gould left the office he was careful to explain that the machine could be started by pressing the button; and the prospect could not resist pressing it. What he saw was so interesting that when Gould returned a complete and satisfactory interview was accorded him.



Recently E. H. Cooper, a veteran salesman, opened a Barber-Greene branch office in Kansas City. He declared that the movies only gave the prospect another good excuse for making objections. On the job in Kansas City he saw opportunities for selling many types of Barber-Greene equipment that our previous representatives, not being Barber-Greene trained men, had not considered. Cooper found it impossible to talk satisfactorily with his prospects because there were no machines near at hand of the type he was trying to sell. At this juncture our home office representative judiciously left a motion picture outfit with Cooper. With the aid of the pictures, first interviews, then sales were obtained. Now Cooper carries the movie outfit with him in his car wherever he goes.

We use Bell & Howell equipment exclusively; our present supply consists of 35 projectors and one camera. There is a projector in each of our eight branch offices; one we keep at Aurora, and our two traveling assistant sales managers each carry one. The rest are owned by the manufacturers' agents who represent us. Agents and branch offices are charged one-half the cost of printing the films, on the theory that unless they are sufficiently interested to pay about $15 for a reel of 400 feet they will not use it. We stand all the expense of making the negative. The charge we make on the prints prevents indiscriminate distribution.

We have one camera which uses the 16 millimeter film. This is usually kept at the home office for the use of the advertising manager and others. Sometimes it is shipped to branch offices and to service men. Occasionally the pictures they take are very satisfactory, and they have never failed to get something that is worth while. Of course, there is a knack about the photography, and after one has had some experience he can do better than on his first trial.

When a new film is ready it is announced in our house magazine. All interested are allowed to order a print on trial.

If they like it they keep it, paying half the cost of printing. Otherwise the film is returned.

Two years ago when we standardized on 16 millimeter films we practically discontinued the use of our standard size, although we have some old prints which we keep on hand for use at conventions where we cannot use our Bell & Howell projectors. We consider the saving and convenience of the smaller size film is worth many times our inability to show the latest films at every convention. The salesmen are glad to carry our small size projector.

• • •

George H. Corey
A Hasty Perusal



BORN in New York, 15th Street and 9th Avenue, the summer after the great blizzard of '88. Kept the brewery opposite W. A. Wolff's birthplace going for several years thereafter. Atrociously miseducated in New York and Brooklyn schools, have devoted the best years of my life toward attempt to

The Press Is Publishing More Radio Lineage Than All Other Cleveland Newspapers

In the first 11 months of 1926 The Press published—

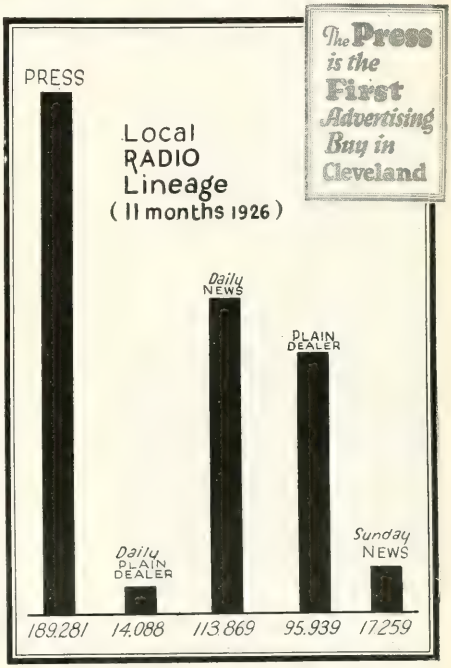
More *local* radio lineage than The Daily News, Daily Plain Dealer and Sunday News combined—

More *national* radio lineage than the Daily News, Daily Plain Dealer and Sunday News combined—

More *total* radio lineage than the Daily and Sunday News combined; more than the Daily News, Daily Plain Dealer and Sunday News combined, 39,000 lines more than the Sunday Plain Dealer.

The Press *gained* more than 85,000 lines of radio advertising, while all other Cleveland morning, evening and Sunday newspapers *lost* 8,008 lines.

The Press gained more local—more national—and more total radio advertising than all other Cleveland newspapers COMBINED.



The Press Leads

The Daily Plain Dealer by..	175,193 lines
The Daily News by.....	75,412 lines
The Sunday Plain Dealer by.	93,342 lines
The Sunday News by.....	172,022 lines

Truly a Great Newspaper!

The Cleveland Press

NATIONAL REPRESENTATIVES:
250 Park Avenue, New York City
DETROIT : SAN FRANCISCO

FIRST IN CLEVELAND

SCRIPPS-HOWARD

ALLIED NEWSPAPERS, INC.
410 N. Michigan Blvd., Chicago
SEATTLE : LOS ANGELES

LARGEST IN OHIO

repair damages. Expect to report progress about age 60.

At tender age of 21 I acquired a D, L. & W. timetable and started traveling —Scranton and Buffalo. Switched to New York Central, landed in Chicago. Discovered the Nickel Plate and eventually landed in Cleveland. Decided to remain. Still here, as advertising manager, The Cleveland Twist Drill Company.

Last spring the Industrial Advertisers Division of the Cleveland Advertising Club, albeit with many misgivings, elected me president for the 1926-1927 term. The Lord knows what they'll do next May, but I have my suspicions.

Being president of I. A. D., Mr. Wolff just naturally had to ask me to serve as General Chairman of the 1927 N. I. A. A. Convention. How could he help it—hadn't we invited the bunch to come to Cleveland?

Deponent admits possession of one marriage certificate, one charming, and expensive accessory thereof; two coal black cats of assorted sex; one vicious-looking, but soft-eyed, English bulldog; one canary; 14 briar pipes in good condition, though ripe; 87 fancy tropical fish, some ditto; one large flower garden; one bird bath; and one healthy thirst.

• • •

Our Domestic and Foreign Business in 1926



By George M. Verity
President, American Rolling Mill Co.

In looking over the general business situation one finds commerce, industry and finance soundly entrenched and moving forward steadily, as is evidenced by weekly car loadings.

The line of business is always a curved line as viewed by months, but it works steadily upward in every period of at least two years.

There is certainly nothing now in evidence to check the forward movement of business as a whole during 1927.

• • •

By Julius Klein
Director U. S. Bureau Foreign and Domestic Commerce

Taking it altogether, therefore, our foreign trade in 1926 was highly satisfactory. The statistics show clearly the further strengthening of our position in world markets for manufactured goods, and the high general prosperity of the country as reflected in increased imports. The only weak spot in the situation is the relatively low price of some of our major agricultural exports.



A departure from the usual cover format of catalogs has been made in a booklet, entitled "Excelsior Fences," recently published by the Wickwire Spencer Steel Company.

The method of regular book publishers in producing novels and other work has been applied. The cover proper, in this case a heavy golden-rod stock, has a simple blue pasted label. Outside of this, however, is a regular book-jacket; a gay, effective, four-color Benday picture, showing a house set in a clump of trees and enclosed in an Excelsior wire fence. The picture is treated in poster style. No effort is made to show the product realistically, and not even the Wickwire Company's name appears on the jacket.

This format was decided upon for the same reason book publishers make use of it—to sell the catalog at first glance.

• • •

Muir Addresses Penn. Students

The Principles of Marketing to Industry was discussed by Malcolm Muir, vice-president and director of sales of the McGraw-Hill Publishing Company, before the students of advertising and merchandising in the University of Pennsylvania, on Monday, Jan. 3. Members of the Eastern Industrial Advertisers Association also attended this meeting.

The address of Mr. Muir opened a special two weeks program on Industrial Marketing, being conducted by the Wharton School of the University of Pennsylvania. The special course covers both the fundamentals of Industrial Marketing as distinguished from private Consumer Marketing, and also the practical development of marketing plans for industrial products. This is supplemented by special field work under direction of members of the Eastern Industrial Advertisers Association. In this work the students will visit actual industrial plants to study industrial buying on the ground.

• • •

Perry Lectures on Industrial Advertising

Sherman Perry, of the American Rolling Mill Company appeared at the School of Commerce, Ohio University, Athens, Ohio, on December 13 and 14 for a series of three talks on industrial advertising and marketing through the cooperation of Mr. Ezra Clark, chairman of the College Relations Committee of the National Industrial Advertisers Association, and Professor Karl D. Reyer, who has charge of the advertising work at that university. His three addresses were: 1. "Using Trade Papers to Secure Dealer and Manufacturer Cooperation." 2. "Letter Writing as a Factor in Industrial Marketing." 3. "Building Consumer Acceptance to National Advertising."

In addition to these lectures, Mr. Perry conducted a question and answer hour with an advanced class in marketing, and he talked to both the Kiwanis and Rotary Clubs on "Incidents in Industry."

• • •

Ohio Takes the Lead

With the formation of the Cincinnati Association of Industrial Advertisers on Dec. 18, Ohio becomes the first State to have within its borders more than one organized chapter of the National Industrial Advertisers Association. Other groups are functioning in the following cities: Cleveland, New York City, Chicago, Milwaukee, Philadelphia, Detroit and St. Louis.

The Cincinnati Association starts with thirty-five members, and judging from the spirit exhibited at the organization meeting, promises to become one of the most active members.

The following officers were elected: President, E. L. Becker, director of publicity, The Newport Rolling Mill Co.; vice-president, F. H. Heitkamp, Cincinnati Milling Machine Co.; secretary-treasurer, F. H. Berling, The Lunkenheimer Company.

Read Mr. Beatty's Article

THE article by C. F. Beatty, advertising manager, New Jersey Zinc Company, which starts on page 34 of this issue, is one which every industrial advertising manager should read very carefully.

As chairman of the Business Papers Committee of the Association of National Advertisers, Mr. Beatty canvassed the members to ascertain what information they really desired from publishers in order to reach a decision regarding the use of space in trade, business or industrial magazines; and also what data should be furnished to the advertiser in advance of the call made by the advertising salesmen.

The series of questions to be answered by the publisher, compiled by Mr. Beatty and included in his paper, is based on the replies of nearly 40 large advertisers. It offers a constructive solution to a problem which, following the now famous letter written by Mr. Lemperly of Sherwin-Williams to his advertising agency, aroused a discussion that has filled many columns of this magazine during the past two months.



Simplify your selling to industry

What is there in common among automobiles, steam shovels, railroad locomotives, printing presses, tractors, steam turbines and typewriters? They all come out of the metal-working shop!

And those shops, whatever their product may be, have this in common—that they all cope with common problems of management and equipment, that they all are buyers of machine tools, small tools, machine parts, conveyor systems, electric control systems, sanitary systems, lighting systems, steels, flooring, and the hundred and one necessities of progressive metal-working manufacture.

Further still, the executives of these shops have another thing in common—

That their standard medium of ideas and buying guide is the American Machinist.

Do you sell to the machine *builder*?

Then American Machinist is the logical route to wider market and simplified selling.

Ask for specific data applied to your product.

Tenth Avenue & 36th Street
New York

ABC ABP

A McGRAW-HILL PUBLICATION

American Machinist

The 8pt. Page
by
Odds Bodkins

A FAVORITE method of securing clients in the early days of the "advertising counsellor" was by means of a letter to an advertiser telling him in what respects his advertising was falling short. At the bottom of page two of the letter it was beginning to develop that it was falling short of everything that advertising should be long on. And by the time, "Very truly yours" at the bottom of page four was reached the hook was bared; the remedy was to employ the services of the "counsellor."

Those days are past. Now no such costly or revolutionary procedure is necessary to straighten out one's advertising and line it up with the great American public's involuntary mental reactions. No; the University of Psychological Research, Top Floor, Lankershim Building, Los Angeles, will do it for a very nominal fee (say $10 for a half page *Post* ad) and without disturbing your present agency relations.

This University seems positively eager to help. Any day now you may expect to receive one of your advertisements clipped from a periodical, and attached to it a slip reading:

WHAT'S WRONG WITH THIS ADVERTISEMENT?

Dear Sirs:

We venture to suggest that there are elements in the attached advertisement that do not conform to the best requirements of certain psychological principles, and that the "pulling power" of the appeal is consequently considerably impaired.

Whether or not an advertisement generates the requisite emotions to create desire and impel action depends upon a primary psychological activity known technically as THE FREE-ASSOCIATION OF IDEAS.

This activity is UNCONSCIOUS and operates wholly irrespective of reason or any intellectual considerations.

Tested from this standpoint your advertisement manifests certain very marked defects.

We have recently carried out an extensive series of analyses of advertisements to test their efficiency by this standard and have obtained very illuminating and instructive results.

We will be pleased to place this information at your disposal in a practical way by analyzing your attached advertisement if you will have us do so.

By disclosing the psychological weakness of your announcement from the standpoint of involuntary mental reactions you will have an illustration of the operation of a principle which, we feel sure, will be of inestimable value to you in supervising the construction of future advertisement copy.

The fee for this service is nominal, in this instance, $10.00. No letter is necessary from you. Simply pin cheque to this communication and mail it in the enclosed envelope.

Yours faithfully,
THE UNIVERSITY OF PSYCHOLOGICAL RESEARCH
Dept. of Advertisement Analysis

—8-pt.—

From a circular sent out by Crane & Company, of Dalton, Mass., I take this quotation, which seems to me to be a gem of expression:

"The yesterday of today was the today of yesterday—so smoothly run the courses of nature that all unnoticed present news merges into past history."

—8-pt—

One sometimes wonders if we Americans are not lacking in trade-mark imagination. We seem not to be sufficiently simple-minded—child-minded, if you please—to design that elemental type of trade-mark that is truly a trade *mark*.

I am reminded of this by these reproductions of four German trade-marks by Herr Prinz, in the supplement to the *Advertiser's Weekly* (London).



I can recall only one American trade-mark of recent vintage—the Stanley Four-Square, which I regard as excellent—which has the strength and elemental attention and memory values of these curious marks from overseas.

—8-pt—

Just when I get all worked up to a state of righteous indignation about pressagentry, and become convinced that this bunk that the professionals



turn out doesn't influence people anyway, Mrs. Bodkins shows me up for an academic theorist, out of touch with the world we live in.

It's this way: a black cat walked out on the stage of the Metropolitan Opera House during a performance of "Turandot" one night last week. The press agent got hold of it and did what even a correspondence school graduate of Pressagentry would do with a story of a black cat who stopped an opera: got it smack on the front page of the New York papers. Of course, all we commuters read it going in on the train next morning—read it and sniffed, those of us who practice at advertising.

That night at dinner Mrs. Bodkins remarked apropos of nothing, "By the way, Odds, I'd very much like to go to the opera next Saturday. Jeritza is singing in one of the newer operas—'Turandot.' It is to be given for the last time this season on Saturday."

If I had been a character in a comic strip I should have fallen over backwards and said "Plop," or something equally asinine. Not being, I merely said sarcastically, "So you read about the black cat, too! Wasn't it thoughtful of the press agent to add that statement about next Saturday's being the last performance of that opera for the season?"

It was all settled, I knew, that we were going. . . But that was before it developed that the house was all sold out!

—8-pt—

Milton Towne sends me page 195 torn from the *Ladies Home Journal* for December with three paragraphs circled in blue. These paragraphs, in an article by Raymond P. Ensign, have to do mostly with the contribution business men are making to greater public appreciation of art by the quality of art and lettering they are using in their advertising.

It is an interesting thought, that the business men of America actually are probably doing more to develop America artistically than all the art museums of the country, and their sponsors, combined. Not intentionally, to be sure. Indeed, many of these men have no appreciation of art themselves, yet are paying huge sums for paintings and drawings by artists of note to draw attention to their advertising messages; and in so doing they are educating themselves along with the millions!

And yet they say a man cannot raise himself by his own bootstraps!



IF WE STAGED A GOLF TOURNAMENT—

If we could entertain our subscribers at the good old Scotch game, most of the "Who's Who" in America would tee off.

Meet the above foursome, they're a typical group. Mr. Tom Bradley (on the left) is mayor, Chamber of Commerce member and owner of the largest department store in Bradeyville, Wisconsin. J. Ferguson Meade III (marking the score card) pays an income tax on about $500,000 —a N. Y. bond broker by trade. Judge White (driving) has been on the San Francisco bench for twenty-nine years. N. D. Peck (with the pipe) hails from Dallas, Texas, where he is titled one of the best sales and advertising managers in the South.

In every city, community and hamlet in the country, there is always a certain group of financially independent leaders who direct the business activities, head the committees and run things in general. These executives and directors, these successful captains of industry pay admission by preference twelve times a year to see the pages of The Atlantic Monthly.

Surely your product would appeal to this selected market of 110,000 (*ABC*) *leaders.*

May We Send You All the Facts?

THE ATLANTIC MONTHLY

A Quality Group Magazine

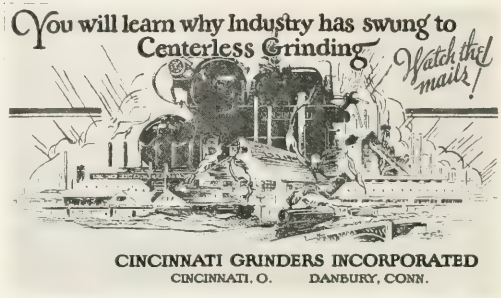
8 ARLINGTON STREET BOSTON, MASS.

Rebate-backed, guaranteed circulation, 110,000 A. B. C.

Launching a New Company in the Machine Tool Field

By Frederick B. Heitkamp

WHEN Cincinnati Grinders, Inc. succeeded to the grinding machine business of the Heim Grinder Company and of the Cincinnati Milling Machine Co., its products were already well known to users of machine tools. Consequently the primary object of the campaign which is described in this article was to give thorough publicity to the new company.

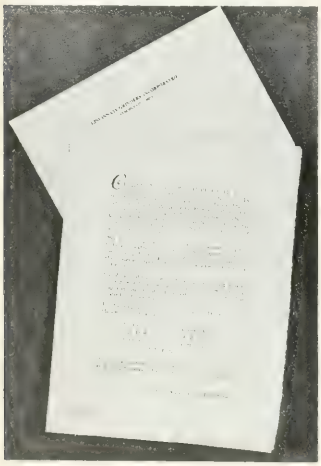


In organizing it, specialists were brought together so that a *new* service, using *new* methods of grinding, was made available, and the company was able to offer a unique service backed by exceptional manufacturing facilities. This combination meant decided savings to industry, and the publicity program adopted was designed to cover those points specifically and to lead prospective buyers to turn to the new company for assistance and authoritative advice.

The total number of prospects or users of the product, due to the nature of the field, is limited; that is, it is not difficult to secure the names and addresses of prospective buyers. They can be reached through a number of important trade journals. Consequently the announcement of the new company was contained in advertisements which appeared in the leading trade journals in the field and was supplemented by other trade publications reaching the same field, although with a slightly different appeal. Consequently prospective buyers were confronted with the announcements in trade papers from several different sources. These advertisements appeared simultaneously with a neatly printed announcement mailed direct and addressed individually to the shop superintendent, factory manager, or executive in control of purchases. Direct mail and trade journal advertising were thus very closely tied together to tell the same story.

The prospective buyer of a grinding machine purchases not only so much iron and steel which has been put together to turn out his work, but he secures at the same time much in valuable experience and advice on the art of grinding. Therefore of primary importance to the prospective buyer was the fact that the men in active control of the company were specialists in grinding. Consequently the prospective buyers who sought the grinding ser-

[CONTINUED ON PAGE 70]



WHEN a new company was organized from two established concerns, in its publicity emphasis was laid on the new and unusual service it had to offer to industry



"Hand-to-Mouth" Buying First Seen as a Spectre Now Hailed as a Savior

Competition or demands of important wholesalers and large retailers sometimes force a reluctant manufacturer into Newspaper advertising.

He may not recognize progress; he may even resent it.

Then the *results* in increased *sales* do their persuasive work—

—and another advertiser sees the simplicity and effectiveness of advertising where his goods are on sale and where he can sell them at a profit.

Invest in Newspaper Advertising

E. Katz Special Advertising Agency
Established 1888

Publishers' Representatives

Detroit
Atlanta
New York
Chicago
Kansas City
San Francisco

The Powers-House Co.
Advertising
HANNA BUILDING
CLEVELAND, OHIO

LARGE enough to provide the service of specialized departments—small enough to maintain a closely co-ordinated service and the contact of major executives—these two facts are basic reasons for the year-after-year satisfaction of Powers-House clients.



Solving the Price Maintenance Problem

[CONTINUED FROM PAGE 24]

sary step in eradicating price cutting. The writer just saw an open letter from a retail organization to the effect that the "Blank Manufacturing Company was having a battle with a certain chain of stores over further discounts, and that all independent retailers were urged to give the battling manufacturer all the help possible. The independent retailer is rapidly becoming a better merchant and is learning to cooperate more intelligently.

II. Present Legal Decisions and Future Legislation

The rights of the manufacturer as interpreted by the Supreme Court decision are as follows: He can sell anyone he wishes and at any price he wishes so long as he does it by himself. He can refuse to sell any one he wishes for any reason or for no reason at all as long as he does it by himself. The Supreme Court decision gives him (acting individually) absolute control over his merchandise, his choice of customers, and scale of prices up to the moment the goods become the legal property of another party. At that point his control ceases, and the purchaser can do absolutely anything he wishes with the merchandise.

The manufacturer can refuse to sell him additional merchandise, but he cannot stop the sale or regulate the price of the shipment which has passed out of his hands. The correction of this situation is absolutely necessary if prices are to be maintained for the following reasons: Price cutting on an item is like the cry of "fire" in a theater; it is a stampede, and when prices have once got out of control it is hard, almost to the point of impossibility, to get them back under present conditions.

Prices on an item can be demoralized over an entire State in a week or ten days by a large organization with an accumulation of merchandise or with one large shipment of goods.

Therefore, our first check must be a law giving the manufacturer the right of contract with his distributors (wholesale and retail) to maintain prices. The law should allow the repurchase of merchandise by the manufacturer or his representative at the price received and should have "teeth" enough to call for an injunction or restraining order from the court if necessary while the matter is being adjusted. In this manner the sale at cut-price can be stopped before the cutting becomes general and the demoralization widespread and complete. If some determined price-cutter, viewing with alarm the successful efforts of certain manufacturers and their distributors toward maintenance tries to break the price and thereby break the retailer's confidence in price maintenance, he will accumulate a stock of that commodity and launch his campaign, and when his original stock is depleted and more merchandise is refused him he immediately buys it in a round-about manner that is hard to trace.

Under the present law the manufac-



COME Hither Stuff—the experience of an American aviator in France, his desperate fight with three Pfaltz scouts, his effort to forget the girl at home, and finally the resumption of the "battle of Paris."

A powerful story told by Elliott White Springs, a McCLURE'S discovery, one of the authentic characters in the forthcoming book, "War Birds."

Such stories as this make thousands of regular readers of those who buy McCLURE'S in response to the monthly advertising campaign reaching more than 19,000,000 buyers.

This fast growing circulation brings results. That's why an increasing number of big advertisers—

include McCLURE'S!

The New McCLURE'S
The Magazine of Romance

R. E. BERLIN, *Business Manager*
119 West 40th St., New York
Chicago Office, 360 N. Michigan Ave.



Do your Signs pay full dividends?

THIS BOOK *Tells How to Get a Full Return*

WHAT kinds of signs do you use? Where do you use them? How do you use them? How do you get them distributed? Is your distribution method simple, effective, economical? How often do you have to replace your signs?

These and other questions of importance to every sign user are answered in "SIGNS—*How to Use & What Kind to Use.*" This instructive book, the result of a nation-wide survey, has been called the "Sign User's Bible." It gives you information about signs and how to use them, in a form never before available.

Every manufacturer, distributor and merchant, whether he uses signs or not, should have this invaluable book. Written and compiled by experts, it gives a complete and modern picture of this important branch of advertising. A copy is yours for the asking. *Mail the coupon today.*

THE BALTIMORE ENAMEL AND NOVELTY COMPANY

MT. WINANS, BALTIMORE, MD. · 200 FIFTH AVE., NEW YORK, N. Y.

IMPORTANT

All advertising space is valuable. None is more valuable than the space your signs occupy on your dealers' premises. None is more difficult to obtain. None so near the point of sale! It pays to supply dealers with the best signs the market affords — the best in wear and tear, in readability, visibility, and attractiveness — in other words, with DuraSheen Life Time Porcelain Enamel Signs.

DuraSheen

Porcelain fused into Steel —

Lifetime Signs

MAIL THIS NOW

Baltimore Enamel & Novelty Co. P. O. Box E 4, Baltimore, Md.
Gentlemen: Please send me your book "Signs—How to Use and What Kind to Use."

Name_____ Business _____

Address_____ City _____ State _____

turer cannot contract or even exact a promise from the firm or person supplying them that they will not re-sell to him. A manufacturer can try by putting a code mark upon each distributor's shipments to determine whence the contraband merchandise is coming.

The necessary legislation then should contain:

I. Right of manufacturer to contract with distributors (wholesale and retail) that they will observe the retail prices suggested by him and re-sell to no one who does not observe said re-sale prices.

II. Right of manufacturer to re-purchase or replevin merchandise sold in violation of said contract.

III. Right of manufacturer or his local agent or anyone with power of attorney for him to go into court and, upon proof of the violation of this contract, get a restraining order or injunction prohibiting forthwith the further sale of said articles of merchandise at less than the re-sale price as stated in the contract.

IV. On damaged, discontinued or substandard merchandise it shall be offered to the manufacturer for re-purchase or return for credit and sold at less than the re-sale price only after his refusal of it.

V. The clarifying law mentioned should simply amount to putting the rights of the manufacturer as defined by court decisions (given at the top of part 2) on the statute books in the form of a law.

III. POSSIBLE STEPS UNDER EXISTING LAWS

The law proposed in Part II would be a great help to price maintenance and the fact of its being on the statute books would have a quieting effect on the activities of the price cutter and when invoked by a determined manufacturer, should be final.

However, it is well to have a plan of action ready in case the proposed legislation is passed or declared unconstitutional after being passed. In fact, it is a good thing to do in conjunction with the law. The first step to be made under the present conditions and laws is a readjustment of margins to all classes of distributors. The character, amount, and cost of the services rendered by each class of distributor, shall be used as a basis when figuring and alloting the margin of profit each should have. In illustration of this, let us run through the series from the consumer to the manufacturer in the drug business, for example.

The cost of doing business for the independent retailer is still 27 per cent. This includes roughly, rent, payroll, advertising and utility bills.

The chain store has the same expense in proportion to gross sales plus a warehousing cost, which should be allowed as it is an economic service to the manufacturer. This warehousing and carrying charge (insurance, interest, and taxes) is approximately 6 per cent, and I believe should be allowed. This stand will probably find favor with few people at first. The rabid enemies of the chain store still say that the chain store and department store should buy no cheaper than the independent store, but that is narrow and attention is called to the fact that the object of this plan is not to discipline anybody but to maintain prices. Even the worst fanatic must admit that little cutting could be done on this extra 6 per cent. Under the legislation (if passed) proposed in Paragraph II it could be specified in the contract that this 6 per cent is to cover warehousing and transportation charges and is to

be allowed only when it is used for that purpose and not regarded as a discount to be used as a basis for price cutting. No one has started cutting on a 6 per cent discount off the list price. It has been the jobbers' discount plus the advertising allowances that has been the basis of cut prices. So it must be admitted, that this extra 6 per cent if fair, is based on an economic service rendered, and will be needed for that service and therefore cannot be diverted to underselling. In case it is used as a means of cutting prices it cannot be summarily cut off by the manufacturer.

Next in line we have the Mutual and the Cash and Carry jobber; they can be discussed as one as their services and costs are similar. They give a buying, warehousing and billing service, the cost of which should not be over 11 per cent and that figure and their fungus-like position should be considered in the margin allowed them.

The service wholesaler gives all the service of the Mutual plus sales, merchandising and financial help. These additional services are a service to the manufacturer, and it is the cost of these additional services rendered that has put the service wholesaler at a disadvantage in meeting the discounts of the Mutuals. The average sales expenses of the wholesaler are approximately 3.6 per cent; the interest on the accounts receivable and losses from bad accounts is about 2.1 per cent, making the cost of these additional services rendered by the wholesaler 5.7 per cent. In order, then, that the service wholesaler shall be able to meet the price competition of the Mutual and be enabled to stay in business, and render these very valuable services to the manufacturer and retailer, there should be a difference of between 5.5 per cent and 6 per cent in the margins allowed them and the Mutuals. It is admitted that the service wholesaler must be kept in business, not only because he is the most economical system of distribution, but because the credit he advances is necessary to the business fabric of today and because he stocks the slow-selling items and keeps them at call for the retailer, thus allowing many manufacturers and retailers to stay in business who would otherwise be forced out.

THE situation in the grocery business, which is in the worst shape of all, could be met in the same manner, viz., giving the chain store a warehousing and transporting discount *only* and stopping all advertising allowances.

The so-called advertising allowances are the most vicious of all aids to price-cutting. They are paid sometimes in free goods or in the shape of a credit memo and deducted from the bill. The clever buyer for a large cut-price organization will get the allowance out of the manufacturer with the argument that his competitor is paying them to advertise his goods and if he does not do likewise his merchandise will be at a disadvantage. If all the extra discount received this way really went to buy space and printer's ink it would not be so dangerous, but the manufacturer is charged back with the foreign rate whereas the local man, due to a yearly contract and the local rate, pays very little. In some cases this difference reaches as high as 17c. per line and this is diverted to give the extra

there is very little difference between the local circulations of the two Detroit afternoon newspapers but you'd better use *both* of these to cultivate the market right.

Half a Million Young Women (Y W C A)

are looking forward to the March number of the

Girl Reserve Issue

of the

Women Press

(Official publication Nat'l Y. W. C. A.)

WHY? *Because all articles advertised in it are officially approved.*

Half a million girls with more than a million wants —what have you to sell them?

They want Girl Reserve outfits—middies, watches, shoes, knickers. They want camp equipment of every description.

They want what all normal American girls want —books and dresses, jewelry, compacts, candy, motor cars, furs and lingerie.

The Y. W. C. A. membership of 600,000 includes 196,000 Girl Reserves from good homes and as closely organized as the Boy Scouts. A compact buying body who look to their advisers and associates for advice as to their needs.

To help them—to open this market to you we have an organized

Special Service to Advertisers

Mailing lists of Y. W. C. A. cafeterias, hotels, schools, new buildings, swimming pools, etc.

Distributing circulars and displaying posters at conventions and conferences. News bulletin on building plans. Addressing of envelopes on our addressograph to those interested in your product. We acquaint the 300 on our staff of your product and ask cooperation in furthering your interests.

Womans Press

Clara Janouch, Adv. Mgr.
600 Lexington Ave.
New York

margin necessary to cut far below the independent retailer.

PRICE demoralization is chiefly noticeable where the number of distributors, wholesale and retail, is large and where the responsibility for this cut price condition is hard to place. Where any line of merchandise is distributed through an exclusive agency or a limited number of agencies and where the franchise is valuable, you will find practically no violation of whatever policy the manufacturer cares to adopt. The threat of no more merchandise which amounts practically to cancellation of a valuable franchise is threat enough, and no further legislation or pressure is necessary. The automobile business, and especially the Ford Motor Car Company, are the best examples of this type. Ford not only dictates the selling price of his cars, but also the price on the replacement of parts, and now has recently given his retailers a flat rate repair schedule which states the definite price to be charged for each operation, thereby doing away with the possibility of a subsidizing in sales by the promise of a cheaper service.

As to the system of distribution to be used, that is, whether sold direct or through all so-called wholesalers, or direct and to wholesalers, or through service wholesalers only, or through an exclusive wholesale account, the writer is not going to specify. Such matters of policy are dependent upon so many different conditions. Merchandise of large units, a stock of which is hard to accumulate and with few retail outlets is generally sold direct, and in these cases, as shown in the preceding paragraph, the cut-price situation is almost unknown and so we must fall back again for our example upon the lines which on account of the number of outlets and number of items are the most affected; food stuffs and drugs. Some manufacturers sell their goods both through the wholesaler and also direct to the large users, claiming that by so doing they can better control the price situation. In this class we have Armand and Colgate in the drug division. Heinz in the food division and the General Cigar Corporation in its field. The latter two are of a class mentioned by Congressman Kelly as "big corporations able to maintain their own selling agencies." In each case it must be admitted they succeeded in maintaining prices. The only criticism of this method of distribution is that it is very expensive and only firms of large capital and a varied line of products like Heinz 57 Varieties, or Colgate's line could get the volume to justify such sales, warehousing and financing expense.

In most territories the service jobbers cover the territory 100 per cent. Any further jobbing outlets, therefore, are but a duplication of effort and diversify the responsibility which we found so necessary to price maintenance in Paragraph 4. The more concentrated a manufacturer's wholesale distributors, taking into consideration thorough distribution, the more he can place the responsibility of price maintenance upon them, and the better he can control his product. The great bulk of educational work on the retailer mentioned in Part I must be done by salesmen and so it looks as though selling through the service wholesaler is

How Advertising Men Keep Posted

NO longer is it necessary to consult many sources for the news of advertising.

READ THE NEWS DIGEST

Changes in Personnel
New Advertising Accounts
Publication Appointments
Changes in Advertising Accounts
Changes in Address
Are all reported in The News Digest

The News Digest bound as a separate section at the back of this issue will keep you up to date on all changes.

If you are not receiving Advertising and Selling regularly the attached coupon makes it an easy matter for you to get each issue.

One Year's Subscription (Including the News Digest) $3.00

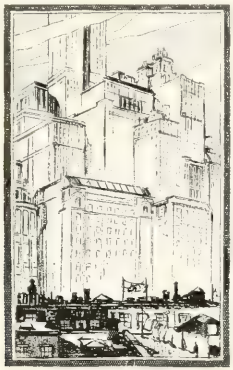
ADVERTISING AND SELLING
9 East 38th St., New York
Please enter my subscription for one year at $3.00.

☐ Check Enclosed ☐ Send Bill

Name .....
Position .....
Company .....
Address .....
City .....
State .....

Canada $3.50 Foreign $4.00

A-S-1-12



SOME advertisers say New York is a hard market ❦ ❦ We started here in 1919. In the last seven years the people of New York bought forty-two million dollars worth of our product. How much have they bought of yours? ❦ ❦ We can help you sell your goods to the people who buy ours. The largest market in the world, and the largest circulation in America is a working combination that saves time, energy and money in selling more goods. Use both of them. ❦ ❦ We'll tell you how!

December 1926 Averages

DAILY 1,129,653
SUNDAY . . . 1,427,928

These are the largest circulations in America

THE NEWS
New York's Picture Newspaper
Tribune Tower, Chicago 25 PARK PLACE, NEW YORK



Pathfinders

An Advertisement of the American Telephone and Telegraph Company

CHRISTOPHER COLUMBUS discovered America, thus adding a new world to the old. Alexander Graham Bell discovered the telephone, giving the nations of the earth a new means of communication. Each ventured into the unknown and blazed the way for those who came after him.

The creating of a nation-wide telephone service, like the developing of a new world, opened new fields for the pathfinder and the pioneer. The telephone, as the modern American knows it, has been made possible by the doing of a multitude of things in the realms of research, engineering and business administration. Its continued advancement requires constant effort in working upon a never-ending succession of seemingly unsolvable problems.

Because it leads the way in finding new pathways for telephone development, the Bell System is able to provide America with a nation-wide service that sets the standard for the world.



HOTEL ST. JAMES

109-113 West 45th St., New York City
Midway between Fifth Avenue and Broadway
An hotel of quiet dignity, having the atmosphere and appointments of a well-conditioned home. Much favored by women traveling without escort. 3 minutes' walk to 40 theatres and all best shops.
Rates and booklet on application.
W. JOHNSON QUINN

LAUNDRIES

Use tremendous quantities of steam plant, electrical, office, automobile delivery and other equipment.

1927 Power Laundry Directory listing 7600 plants with street addresses and names of owners in most cases, **Ready Dec. 15. $15.**

The STARCHROOM LAUNDRY JOURNAL —monthly trade journal—over 200 pages, covers this industry.

The Starchroom Publishing Co.
420 Commercial Square, Cincinnati, Ohio

a good plan of action although not mandatory.

IV. Benefit to Each Class

Under this plan the manufacturer will once more be able to control and protect his products. He will have the increased good will of the wholesaler and retailer. He will have the extra discount and advertising allowances which he has been giving the price cutter at his command for a huge consumer demand campaign. It may be that with his increased advertising and increased volume he may be able to lower the cost of his product clear through to the consumer, thus benefiting the latter and in turn again giving himself still more volume.

The two middlemen, the wholesaler and retailer, will have a fair profit, which is all they ask.

The consumer will have benefitted in that there will be less substitution, less "gyp merchandise" and, as has been shown two paragraphs back, the economies and increased business with correspondingly increased profits of the manufacturers should be great enough to allow a reduction in price all along the line until it reached the consumer, and he is the man that really counts in the end.

A Boy Looks at Advertising

[CONTINUED FROM PAGE 38]

sincerity. When you talk to boys through the medium of print, talk to them as you would to a man; leaving out, perhaps, the big words.

And then, returning to our bicycle advertisement, why put the word "hummers" in quotation marks? Oh, sure it's slang—pretty old at that. But when a boy uses slang does he think of it as something mildly amusing, a quaint colloquial expression? He does not. And, by the way, I seem to remember seeing such phrases as "hummer" and "sure as shooting" in a story of the French and Indian Wars.

I would advise some companies to go slow in the way they are saying that their products as gifts make Christmas last the year round. As an example I offer you the Gillette razor; they make that same claim. The first thing I thought of when I saw that advertisement was, "Supposing he cuts himself." One of the things I gladly boost, after all this massacring, is the Smith Brothers' Cough Drops advertisement. Not so much the one that shows the male of the family out hunting in his underclothes as the eight picture cartoon used in the boys' magazines. Let me describe one:

Enter hunter. Enter bear. Hunter realizes he has no cartridges. Loads gun with Smith Brothers' Cough Drops.

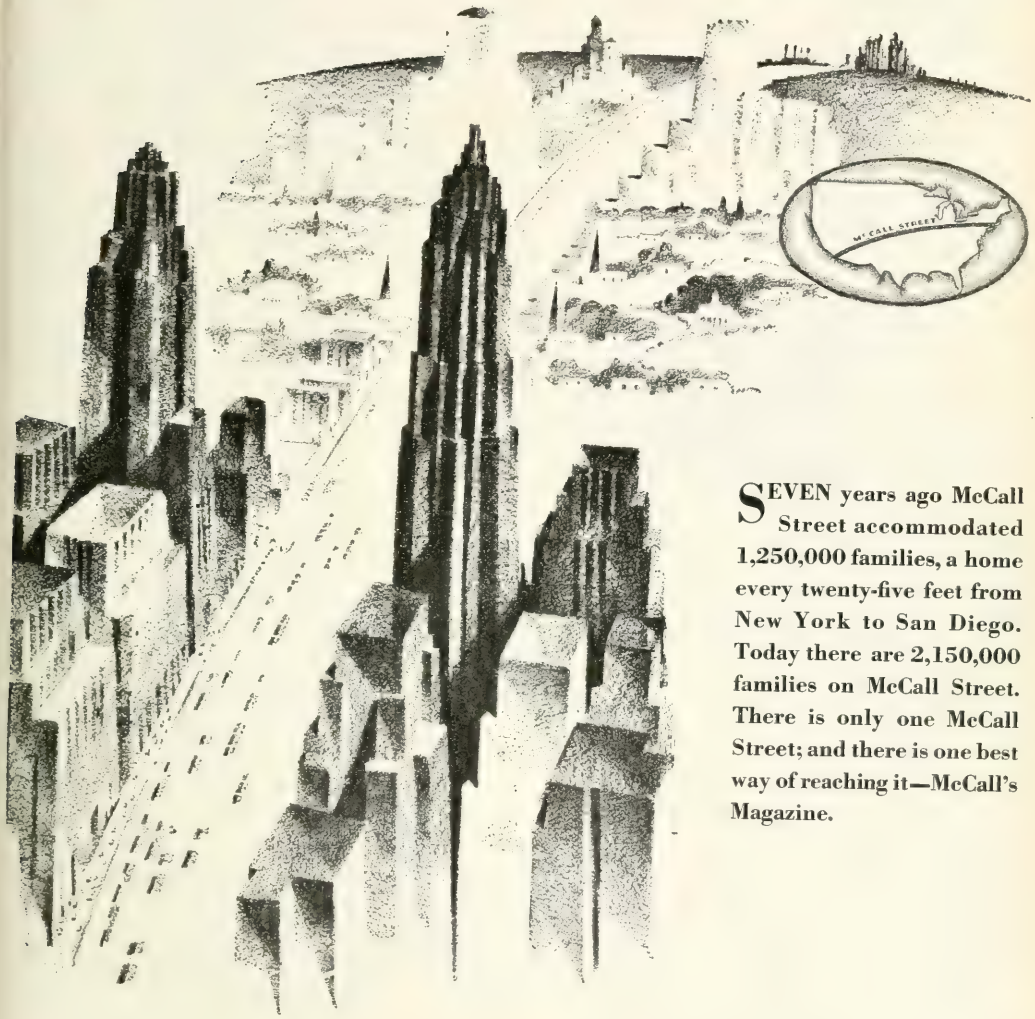
Bang!

Exit bear.

After having got your attention in this way the advertisement tells you why you should buy these cough drops.

Now that is a start a bit more arresting to me than a row of exclamation marks. Yet in most big ads you will find an unneeded exclamation. The advertisers think that a boy's emo-

This is McCall Street



SEVEN years ago McCall Street accommodated 1,250,000 families, a home every twenty-five feet from New York to San Diego. Today there are 2,150,000 families on McCall Street. There is only one McCall Street; and there is one best way of reaching it—McCall's Magazine.

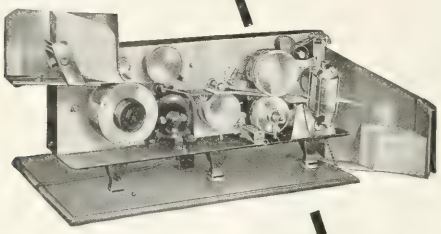
McCALL'S
MAGAZINE



The Shortest Distance between Writing and Mailing

Send for free copy of booklet "How to Reduce the Cost of Mailing" which also explains the Standard Postal Permit System, or for folder "Reducing Costs by Modern Mailing Methods" describing all Standard Machines.

Whether your average daily mailing be thousands or scores there is a Standard Mailing Machine to expedite its handling, speed it to its destination and effect other economies. Standard Mailing Machines are models of simplicity and operate with a minimum of time and trouble. They are doing daily work all over the world and are as necessary as a typewriter or telephone.



Standard Postal Permit Machine

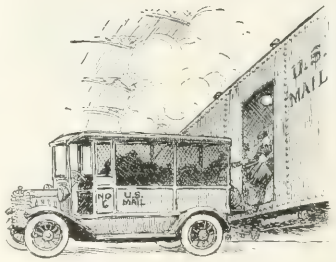
Automatically stamps, cancels, postmarks, counts, seals, and stacks mail at the rate of 10,000 pieces an hour. It saves labor, time, and postage in your own office and eliminates time for facing, canceling, and postmarking your mail in the Post Office—thus your mail will leave on an earlier mail train. The finest postal service at the least expense—no rentals or royalties!

Standard Envelope Sealers

Various hand and motor driven models—seal mail with maximum efficiency and minimum labor and maintenance expense. New moistening principle, no wicks or rollers.

Standard Stamp Affixers

Affix postage stamps, precanceled stamps, stickers or labels, five times faster than by hand.



USE THIS COUPON



"How to Reduce the Cost of Mailing"

STANDARD MAILING MACHINES CO.
EVERETT MASSACHUSETTS

Please tell me how Standard Mailing Machines can reduce my mailing costs. I average ..... pieces a day.

Name .....

Company .....

Address .....

tions are to be stirred up by some such legend as this:

"Gee, dad! The new Klik Klak electric engine is sure a 'ripsnorter' of the first water!"

While we are speaking of humor I should like to mention a picture that I recollect which was unconsciously humorous. It was a watch ad that showed a picture of a college boy and his high school brother. College was holding his dollar-and-a-half watch up to High School's ear. High School was in ecstasies because he could hear the watch tick. It seems even funnier in that he held that particular cheap watch all the way up to his ear to hear it tick!

Another type of illustration that gives me an acute pain is the dear old Santa Claus picture. A fountain pen manufacturer has an ad to boys that shows a woman whispering into Kris Kringle's ear. The remark below tells you to make sure that she whispers to Santa Claus that you want that especial pen.

Now I think back and another type of advertisement springs up for me to slap soundly. It is the advertisement that says "Boys—tell dad that you want this or that," or sometimes it's mother. Why taunt the boy with the fact that he is dependent on dad and mother for so many things?

But so much for destruction. A company whose advertisements are usually pretty good is the Postum Cereal Company. Let me quote something from an ad on Grape Nuts.

"On its stomach" . . . Napoleon said!

"Napoleon, probably the greatest military genius the world has known, was noted for other things besides his strategic ability. He had the happy knack of expressing great truths in a few pointed words. And he never uttered a more truthful thought than his famous saying—'An army travels on its stomach'."

This holds more appeal than a lot of slushy ejaculations that slop all over the paper.

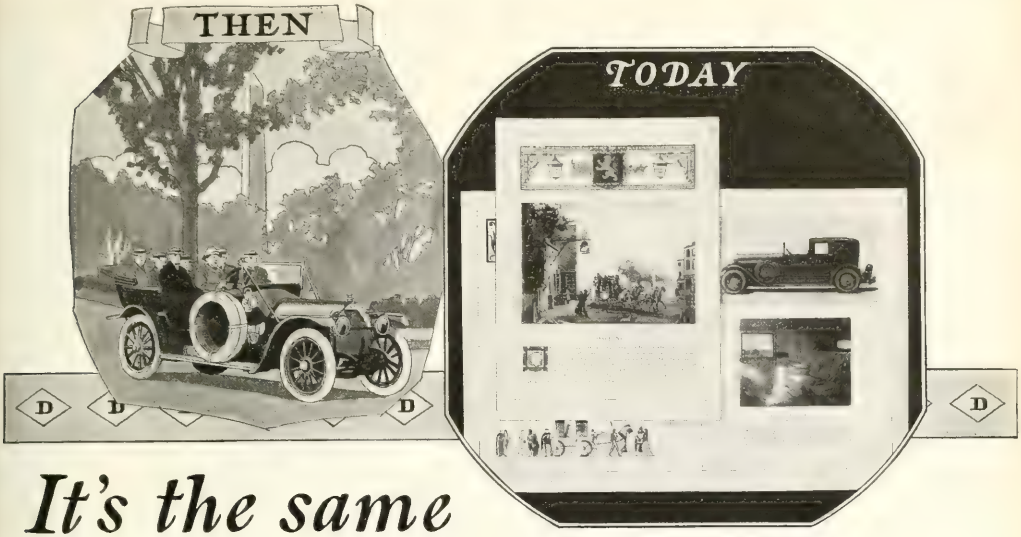
Just give the boys the facts about a thing and they'll grab at it.

Mrs. De Koven Objects

IN an article in our issue of July 26, 1926, satirizing the practice of certain women in soliciting advertising for show programs, the author used as a character the fictitious name of Mrs. Reginald deKoven Hothouse. Our attention has been called to the similarity of this name to that of Mrs. Reginald De Koven of New York. Obviously the name of the imaginary person was chosen without thought of Mrs. De Koven and with no reference to her whatever.

Calkins to Speak at Exhibition

Earnest Elmo Calkins will be the speaker at the opening and private view of the Fourth Annual Exhibition of Printing for Commerce, given by the American Institute of Graphic Arts, at the Art Center, New York, on the evening of Feb. 1. Mr. Calkins' subject will be: "Good Printing and Bad—Who Does It and Why."



It's the same
D & C Black and White

DILL & COLLINS CO'S.
Distributers

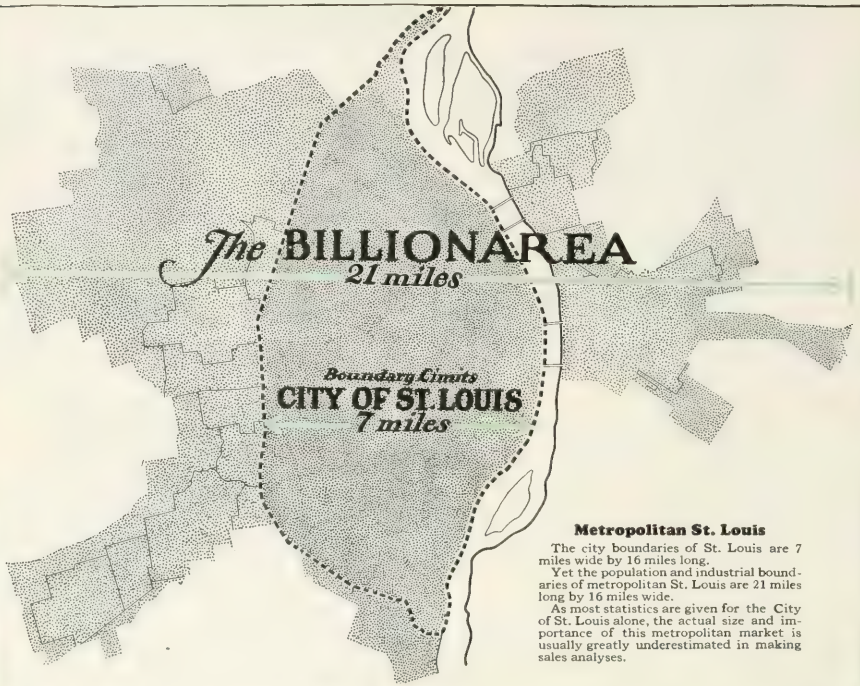
ATLANTA—The Chatfield & Woods Company
BALTIMORE—The Baxter Paper Company
BOSTON—John Carter & Co., Inc.
BUFFALO—The Union Paper & Twine Co.
CHICAGO—The Paper Mills Company
CHICAGO—Swigart Paper Company
CINCINNATI—The Chatfield & Woods Company
CLEVELAND—The Union Paper & Twine Co.
CONCORD, N. H.—John Carter & Co., Inc.
DES MOINES—Carpenter Paper Company
DETROIT—The Union Paper & Twine Co.
GREENSBORO, N. C.—Dillard Paper Co., Inc.
HARTFORD—John Carter & Co., Inc.
INDIANAPOLIS—C. P. Lesh Paper Company
JACKSONVILLE—Knight Bros. Paper Co.
KANSAS CITY—Berningham & Prosser Co.
LOS ANGELES—Blake, Moffitt & Towne
MILWAUKEE—The E. A. Bouer Company
MINNEAPOLIS—Minneapolis Paper Co.
NEW YORK CITY—Marquardt, Blake & Decker, Inc.
NEW YORK CITY—Miller & Wright Paper Co.
NEW YORK CITY—M. & F. Schlosser
OMAHA—Carpenter Paper Co.
PHILADELPHIA—The Thomas W. Price Co.
PHILADELPHIA—Riegel & Co., Inc.
PITTSBURGH—The Chatfield & Woods Company
PORTLAND, ORE.—Carter, Rice & Co.
PROVIDENCE—John Carter & Co., Inc.
RICHMOND—Virginia Paper Co.
ROCHESTER, N. Y.—Geo. E. Doyle Company
SEATTLE, WASH.—Carter, Rice & Co.
ST. LOUIS—Acme Paper Company
ST. PAUL—E. J. Stilwell Paper Co.
SALT LAKE CITY—Carpenter Paper Co.
SAN FRANCISCO—Blake, Moffitt & Towne
SPRINGFIELD, MASS.—John Carter & Co., Inc.
TACOMA—Tacoma Paper & Stationery Co.
TAMPA—Knight Brothers Paper Co.
WASHINGTON, D. C.—Virginia Paper Co.

TUCKED away in our files are many old automobile catalogs of the "gay nineties" printed on D & C papers—some bearing the names of long-forgotten cars. Some seem quaint, some are truly beautiful—many were printed on Black and White. Recently there came to us that fine book on the Lincoln car printed by the Bartlett Orr Press. It, too, is on Black and White.

Quality is always quality—whether it is yesterday's or today's. Continuously recognized preference for one paper over a thirty-year span cannot be accident nor mere temporary vogue. It must be based on merit.

Dill & Collins trace their paper ideals back to Colonial days—the present organization is simply another generation of paper makers. The variety of finishes has increased to meet modern commercial needs. The D & C line is a complete one that meets every printing requirement of today. But the quality is the same—D & C. For, after all, quality *is* always quality.

DILL & COLLINS
Master Makers (D TRADE MARK) *of Printing Papers*
PHILADELPHIA



Metropolitan St. Louis

The city boundaries of St. Louis are 7 miles wide by 16 miles long.

Yet the population and industrial boundaries of metropolitan St. Louis are 21 miles long by 16 miles wide.

As most statistics are given for the City of St. Louis alone, the actual size and importance of this metropolitan market is usually greatly underestimated in making sales analyses.

Are you 26 years behind *in your understanding of* The St. Louis Market?

The boundaries of St. Louis were fixed in 1876 by State Legislature. In the last fifty years, repeated efforts to extend the city limits to include the *actual* population of St. Louis have failed.

St. Louis, as a market, far larger and far richer than statistics usually show

Previous to 1900, statistics of population, purchasing power, retail outlets, etc., were substantially correct, because the market itself was then mainly within the city boundaries. But since that date, and for 26 years, the population has grown far beyond the city limits, while statistics are still generally given for the city only.

It happens that a state line runs through Greater St. Louis. Most statisticians have divided their figures into two parts and have published them in widely separated portions of their books under "I" for Illinois and under "M" for Missouri. In a commercial way, these imaginary boundaries are completely ignored by the people, the industries, the jobbers and the retailers.

The BILLIONAREA

the GREATER ST. LOUIS MARKET

The Billionarea is the name given to the true Greater St. Louis, regardless of the state line. The facts and figures of all of Greater St. Louis must be consolidated to get an accurate understanding of this great homogeneous city.

One of the greatest market opportunities in America for advertisers

Any sales manager or advertising executive who makes a thorough analysis will find that The Billionarea is one of the greatest volume consuming markets in America for practically any product. He will find also that its family purchasing power is far above the average of other metropolitan cities.

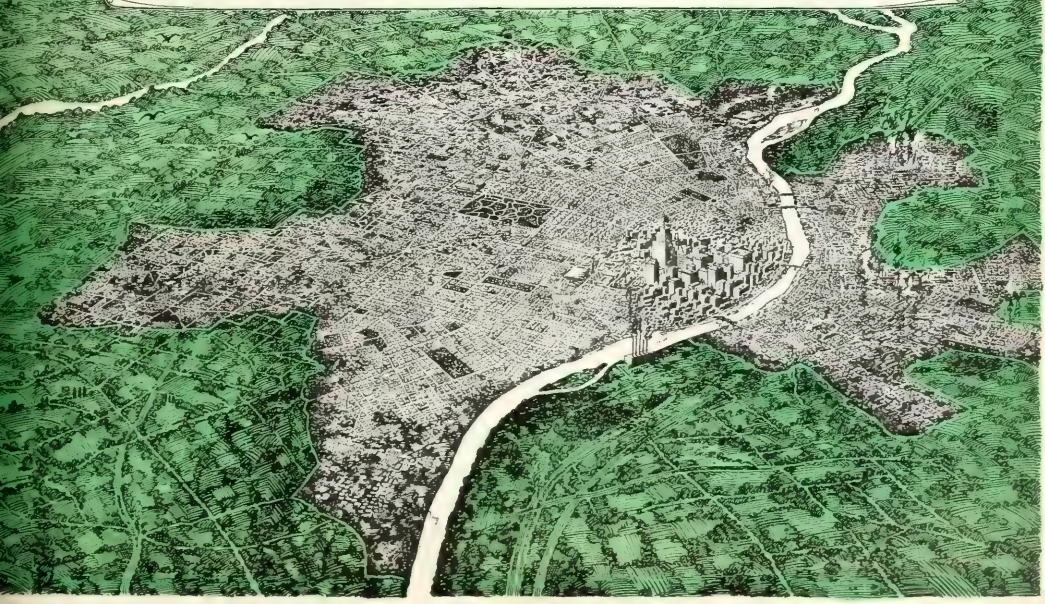
And most important, he will find that metropolitan St. Louis offers the greatest accessibility and economy in both selling and advertising—in selling, because this rich market is concentrated in an area of only 16 by 21 miles—in advertising, because The Billionarea is so completely covered by one newspaper without duplication of advertising cost.

That newspaper is the St. Louis Post-Dispatch, because it has by far the largest circulation in Greater St. Louis, and carries by far the greatest volume of advertising—local, national and classified.

ST. LOUIS POST-DISPATCH

The highest ranking P+D+C newspaper of *The* BILLIONAREA—*the Greater St. Louis Market*

NEW YORK	CHICAGO	DETROIT	KANSAS CITY	SAN FRANCISCO	LOS ANGELES	SEATTLE
285 Madison Ave.	Tribune Tower	General Motors Bldg.	Coca Cola Bldg.	564 Market St.	Title Insurance Bldg.	212 Madison St.



The OPEN FORUM

Individual Views Frankly Expressed

Ethical Testimonials

THERE has been much speculation during the past few months on the part of a number of self-appointed judges, concerning some (to them) alarming tendencies in the field of testimonial advertising. Much comment has been published, both seriously and facetiously anent the alleged overdoing of the Queen Maries, the Mrs. Belmonts, the Red Granges, et al, in happy poses designed to advertise well known products used by, or known to, these famous folks. Reference has been made, in support of the criticism, to the newspaper publicity given to Famous Names, Inc., a Chicago agency which is reported as being able to furnish any quantity of these indorsements at so much per indorse.

Critics of this form of advertising do not differentiate between the good and the bad, of which there is plenty of both in all forms of advertising, but unreservedly lambaste all testimonial copy featuring prominent people, and issue dire warnings of the public's inevitable reaction to products advertised in that way.

What utter Bosh!

Instead of sending ripples of apprehension up the backs of those of us who are mortgaging our future by using this sort of copy, it is reassuring us. Why? Because we know something the critics entirely overlook. We know that the balance sheet tells us *it pays.*

I cannot see where this, or any other successful copy angle needs any defense from me, but I will illustrate from our own experience. We elected this year to advertise Spur Ties in connection with prominent motion picture stars; all well-dressed men and regular fellow types. We have not paid these gentlemen a Buffalo nickel. It would not alter the case if we did. We have never said that they wore Spur Ties, although we know they do. We have not resorted to any "I use this—" blah over their signatures. On the contrary, we have frankly pictured an immediately-recognized, good-looking masculine type of man with a Spur Tie around his neck. We have necessarily had to acknowledge these stars, but have done so in the most inconspicuous manner possible, with no reference to their choice of neckwear. We simply relied on our copy, plus a picture of our product, plus the association with an acknowledged exponent of tasteful dress, to do the job. And it has. Therefore, after a year of it we have decided, after viewing carefully all angles, that it has been good advertising and are planning to continue with it in 1927.

J. K. MACNEILL, *Sales Manager,*
Hewes & Potter,
Boston, Mass.

Advertising Advertising

I AGREE with you about the dangerous curves in this business of "advertising advertising."

Unless such campaigns are carried out with extraordinary care, I believe that some undesirable resistance to advertising is likely to be built up.

The difficulty seems to be that few people can explain the true function of advertising without exaggerating the power of advertising and "glorifying" it.

The gist of many of the talks about advertising that the publishers run (for the edification of readers!) seems to be "For Heaven's sake, read the advertisements." This, it seems to me, is an intimation to the thoughtful person that the advertisements are not interesting or helpful enough to command attention through their own sheer merit, or that the publisher needs this coaxed attention from his readers in order to keep the buyer of advertising in his columns.

S. ROLAND HALL,
Easton, Pa.

A Newspaper Man on Cash Discount

THE cash discount is an established custom in business. The *New York Times* has no intention of discarding it.

The debtor to whom the cash discount is allowed profits by taking advantage of an exceedingly liberal discount compared with ordinary interest rates on business loans. The creditor who grants it profits by the orderly cleaning up of his business by monthly settlements of obligations due. The discount is an incentive to prompt business-like dealings and justifies itself.

That all publishers standardize their discount practices should not be obligatory.

I am opposed to joint action on such matters as contrary to the spirit of American business. But the discount in some form should stay.

LOUIS WILEY, *Business Manager,*
New York Times,
New York.

Broadcast Cooperation

I WAS very much interested in the article, "Broadcasting's Place in the Advertising Spectrum," in your Dec. 15 issue.

My interest is especially keen, because this bureau has been broadcasting from Station WTAM of Cleveland once each week for nearly three years. In our opinion, this is, for our business at least, one of the most effective means of informing the public about work and of protecting them against fakes and frauds.

We are allowed fifteen minutes each Wednesday night between 7 and 7.15 for our talks. The commercial rate for this time is $75, but it has always been donated by the Willard Storage Battery Company who own Station WTAM. This, you will agree is splendid cooperation and is akin to that also afforded by daily and weekly newspapers and magazines in Cleveland, some eighteen of which donate advertising space to the bureau each week and have for about a period of two years.

DALE BROWN, MANAGER
Cleveland Better Business Bureau, Inc.,
Cleveland, Ohio.

The Prize Follow-Up

A YOUNG man has just called me on the telephone and announced a name which I didn't catch. He asked if I had received a letter from his house. I expressed ignorance. He then said it was their letter of Aug. 31, this year. Again I expressed ignorance and asked him to repeat the name of his house. He did—it didn't stick in my mind—and he told me it was a very reputable bond house. He expressed great surprise that the letter did not remain in my mind if I had seen it—explained in a vague sort of a way that it was a great thing and that he was going to send me a copy of it. I flagged him down for some details and discovered that it is a bond solicitation but is supposed to apply particularly to publishers.

I am now to be honored with a copy of that letter of Aug. 31.

And this excellent and "speedy" follow-up occurred this day of our Lord, Dec. 15, 1926, almost four months after the alleged receipt of this circular letter.

Now maybe one of your readers can tell me one too.

W. C. PLATT, *President,*
National Petroleum News,
Cleveland.

When does your advertising start to do its work?

In most publications, the work of your advertising does not start until the reader sees it.

As the reader comes to your advertisement in the average magazine, the mind is often "a thousand miles from home." And, before it can do effective work, your advertisement must drag the mind back home.

In Better Homes and Gardens, the work of your advertisement starts the minute the reader picks up the magazine.

From the time the magazine is opened, the reader of Better Homes and Gardens is thinking about home. When the page opens to your advertisement, the mind is ready for your message. That is why advertising in Better Homes and Gardens has such a tremendous influence on the sale of any product to the home market.

National advertisers who keep a check on the work done by their advertising know that these facts are proved by results.

BETTER HOMES *and* GARDENS

E. T. MEREDITH, PUBLISHER *DES MOINES, IOWA*

Canned Experience

Buy your books on the Budget Plan



You pay for your books in small monthly payments Prices the same as for cash

That old saying about experience being the best teacher is absolutely sound in one sense. But most of us recite it without thinking that experience may be of various sorts—*the experience of other men as well as our own*, "canned experience," if you please, ready for use. Just open and serve yourself! Why not take advantage of the experience of other men as far as we can and save not only years of time but many expensive lessons?

Do you know how much of the world's best research in the advertising and selling field is contained in

McGRAW-HILL BOOKS?

That single fact or idea may be worth many times the price of the book to you.

1 Strong—PSYCHOLOGY OF SELLING AND ADVERTISING

461 pages, 5 x 8, illustrated, $4.00

How people buy and how they can be sold. A practical explanation of the part psychology plays in selling and advertising—facts you can apply to your own efforts and problems.

2 Larned—ILLUSTRATION IN ADVERTISING

319 pages, 6 x 9, illustrated, $4.00

How illustration can increase the effectiveness of advertising. Practically all treatments are covered in detail.

3 Pratt—SELLING BY MAIL

428 pages, 5 x 8, illustrated, $4.00

Covers every angle of modern mail sales work. Explains principles and shows how they work out in practice. Packed with ideas, suggestions, methods, danger signals—facts you can put to good use.

4 Hall—THEORY AND PRACTICE OF ADVERTISING

686 pages, 6x9, 250 illustrations, $5.00

A carefully planned treatment of the development of advertising, its fundamental principles and the methods of representative advertisers. The latest book on the subject.

5 Lippincott—OUTDOOR ADVERTISING

340 pages, 5½ x 8, 103 illustrations, 32 pages in color $5.00

The first complete and adequate treatment of outdoor advertising. Discusses the development of outdoor advertising from its beginning to its present advanced stage and shows the part it is playing in modern advertising campaigns.

Free Examination — Small Monthly Payments

Choose any of these McGraw-Hill Books that you would like to see—as many as you wish.

Read them for ten days free—keep those you want—send back those you don't want.

Pay for the books you keep as you use them. If you keep $15 worth of books, send $3 in ten days and $3 monthly.

The smallest monthly payment is $3. If you keep $6 worth of books, send $3 in ten days and $3 a month later.

The monthly installments must be large enough for the entire account to be paid in full within six months.

Begin to Budget Your Book Buying NOW

FREE EXAMINATION COUPON

McGRAW-HILL BOOK CO., INC.
370 Seventh Avenue, N. Y.

Send me the books checked for 10 days' free examination.

- ..... Strong—Psychology, $4.00.
- ..... Larned—Illustration, $4.00.
- ..... Pratt—Selling by Mail, $4.00.
- ..... Hall—Theory and Practice of Advertising, $5.00.
- ..... Lippincott—Outdoor Advertising, $5.00.

I agree to return such books as I do not wish to keep, postpaid, within 10 days of receipt and to remit at the same time my first installment and the balance in equal installments each month. Minimum monthly payments, I understand, are $3 and account is to be paid within six months.

Name .....
Address .....
Position .....
Company .....A. F. 1-12-27

"Cigaretteless" Kansas

[CONTINUED FROM PAGE 22]

business. So keen is competition that an individual who is willing to purchase five cartons may receive them at a cost that ranges from ten and a half to thirteen cents, including shipping costs; the variation in price being in accordance with the distance from the State line. This is less than the "cut price" of the chain stores, every intermediate expense between jobber and consumer being eliminated, and all transactions being on a quantity basis. This low price, moreover, is the explanation of the rather large numbers of amateur bootleggers within the State.

BY far the most impressive observation flows from the last item of the Kansas law. It is forbidden to advertise cigarettes.

The State cannot, of course, prevent circulation of periodicals and newspapers published outside its boundaries, but its law throttles cigarette advertising within them.

Most noticeable of all is the absence of billboards with their familiar pictorial copy for cigarettes. The one really striking feature of "cigaretteless Kansas" is this lack of the roadside cigarette advertising—be that roadside the automobile highway or the railway vista. A stranger feels strange. He will miss the boards long before he will observe that cigarettes are not on display at the usual places. The lack is reimpressed with force when he crosses the border into a neighboring State, for with a suddenness that is almost a thrill a flock of boards burst into view. One senses "a whale of a difference" just from the landscape.

Local newspapers especially show the want of cigarette advertising. Said a leading newspaper manager:

"The cigarette law hurts rural Kansas. It cuts off the best national accounts. It keeps the papers poor—poor in pocket, and that makes them poor editorially."

This judgment was reiterated by several small-city publishers. One of them voiced the belief that:

"The easiest money in national advertising is denied us. It's galling. The cigarette makers, and the mail-order dealers, flood the Kansas City and the La Junta newspapers with their ads. It's money we ought by rights to have, and it carries outside papers into Kansas beyond usual trade areas. Their circulation here is forced, but it's here just the same. It's rough on Kansas. The outside papers cut into our rightful local circulation, and then they grab off the cigarette money that ought to be ours.

"We can't blame the cigarette people. They adopt the only media to get local coverage. All we can do is curse our laws. We can't change them because neither party dares stand for abolishing them. It's another case of Volstead, only worse."

"- - a Wonderful Selling help."

Westinghouse Electric



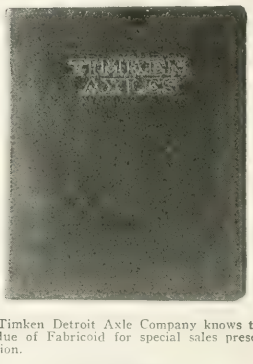
The sales executives of the Westinghouse Electric and Manufacturing Company readily saw the advantages of the double visual Pyramid Sales Portfolio. Now every salesman of their Farm Lighting Division is making sales with its aid. Read what Mr. D. A. Wolff writes about it:

"I can truthfully say that the Album of Facts has received an enthusiastic reception from our dealers in all parts of the country. In fact, I learned first hand in my talks with dealers in the middle west last week that now, after having used the album for six months, they value it just as highly if not more highly than when we first presented it last October. It has been a wonderful selling help and we look for it to be a still greater help during the next year and a half."

Ask the Man Who Uses One.

Complete information about the Double Visual will be gladly furnished upon request.

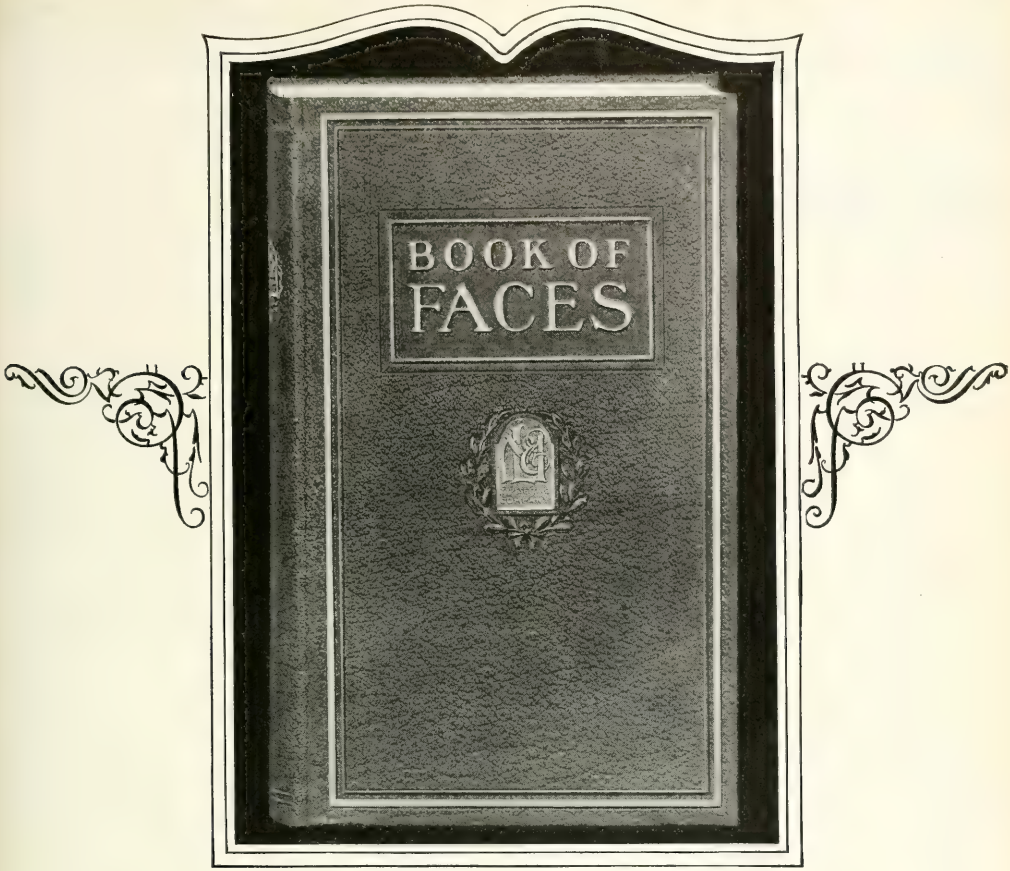
Pyramid Sales Portfolio
U. S. Patent No. 1577697



Timken Detroit Axle Company knows the value of Fabricoid for special sales presentation.

Michigan Book Binding Company

Schmidt Power Bldg., Detroit, Michigan



More Sales-Power Per Dollar

AFTER all, it's the selling power of a cover that tells whether it has been a good investment, and we could name hundreds of careful advertisers who would tell you that Molloy Made Covers lead the world in sales-power per dollar of cost.

For example, this BOOK OF FACES, published by the M & L Typesetting Company of Chicago, represents an investment of more than $20,000 for an edition of 5,000. Only 500 were bound in Molloy Made Covers. The balance, as a measure of economy, were bound in paper covers. But, as it worked out, there was no economy about the paper covers at all.

Not only were they wanting in sales-power when new, but what little they possessed failed to survive the constant handling which the books received. And so many of these paper-bound books have had to be replaced that the M & L people say Molloy Made Covers on the whole edition would have been more economical as well as more impressive.

More sales-power per dollar will be given your next book if you dress it in the beauty, the dignity, and the strength of a Molloy Made Cover. Tell us about it, and we will gladly submit a suggested design without obligation on your part.

Commercial Covers for Every Purpose

MOLLOY MADE

THE DAVID J. MOLLOY COMPANY

2863 N. Western Ave.
Chicago, Illinois

Sales Offices
in Principal Cities



A New Detroit Hotel With A Definite Purpose!

Equipped in the finest and most modern manner—designed by a firm of world-famous hotel architects—directed by a man thoroughly versed in every phase of hotel management, the function of the new Savoy in Detroit will be to supply first-class hotel accommodation at moderate rates.

The Savoy has 750 rooms with baths, and is situated just six short blocks north of Grand Circus Park, on Woodward Avenue at Adelaide Street.

It was designed by Louis and Paul L. Kamper (architects of the Detroit Book-Cadillac Hotel) and has as its managing director, A. B. Riley, formerly manager of the Bancroft Hotel, Saginaw, Mich. The Savoy's rates are $2.50, $3.00 and $3.50, with suites and sample rooms ranging in price from $5.00 to $12.00.

The cuisine of the Savoy is unsurpassed. Outstanding features of the Hotel are the Bohemian Room, the Coffee Shop and the Food Shop—the walled-in Garden Court—the International Suites (each decorated in the national style of some foreign country)—the 20-chair barber-shop and the 18-booth beauty parlor—the Emergency Hospital, with a nurse in constant attendance—the Valet and Checking service—the Florist's Shop—the Humidor—and the Gift Shop.

The Savoy opens for business on September 15.

A. B. RILEY, *Managing Director*

SAVOY Hotel
Detroit

In Sharper Focus

George Ethridge

BORN in Rome, N. Y., his primary education was had in that city, from whence, following his graduation from the Rome Academy, he went to



Massachusetts for a four-year course at Phillips Andover. Then military school—and as a lad of sixteen, alone, on a tour of the world which extended over a period of two adventurous, profitable years.

When the California land boom became a matter of great moment, young Ethridge harkened again to the call of the wanderlust and the sage advice of Horace Greeley, and betook himself to the great open spaces. Here he went through the usual experience of the times, leasing a gold mine on the Feather River, prospecting in the hills and so on, but the anticipated riches failed to make their appearance.

He soon found that mere physical activity could not quite satisfy the craving that he was commencing to feel. As a result, circumstances permitting, he followed his new urge to that goal of all-inspiring artistic talent and moved half way across the world to Paris.

At that time the Academy Julien was the most famous of the many art schools of that artistically famous city; the artistic center of the time, and the school which has probably produced more famous artists over its span of years than any other single institution. Here George Ethridge enrolled himself, and for four years it made itself the center of his universe.

Then came London and the Westminster Academy for four years more and the finishing touches. The leading art circles of that time—the 1890's—welcomed him among their now famous members. First there was the Hogarth Club and later the famous Chelsea Art Club, of which James McNeill Whistler was president. In fact, at that time Whistler, J. J. Shannon, Joseph Pennell and Ethridge were the only Americans in that celebrated group.

Those were the days when the greatest field for commercial artistic endeavor lay in magazine, newspaper and book illustrations, and into this field George Ethridge threw himself upon his return to the United States. For two years he was connected with the *New York World*, but he very soon began to appreciate the future for art in the then infantile advertising business. He found an opening with Charles Austin Bates in the agency which bore his name.

Ethridge's own company, with its developed and specialized service, followed in due course of time and has, over a period of years, won itself a fine name and reputation, growing as its field has grown, but never losing its distinctive character.

The advertising fraternity has honored George Ethridge many times. He is a member of the Sphinx Club and has twice served as president of that organization, as well as being vice-president and a director of the New York Advertising Club.

A. H. Ogle

WHEN I came on the job recently as secretary-treasurer of the A. N. A., one of the warnings I received from older members whom I





THE PLAIN DEALER HAS THE BUYERS

EVERY week, every month, every year The Cleveland Plain Dealer publishes MORE paid advertising than any other Cleveland newspaper.

For the year 1926:

Plain Dealer . .	18,418,713 lines
Press	15,104,534 lines
News	13,059,507 lines

National lineage, 1926

Plain Dealer .	4,815,247 lines
Press . . .	2,612,564 lines
News . . .	2,501,182 lines

The Cleveland Plain Dealer

in Cleveland and Northern Ohio—ONE Medium ALONE—One Cost Will sell it

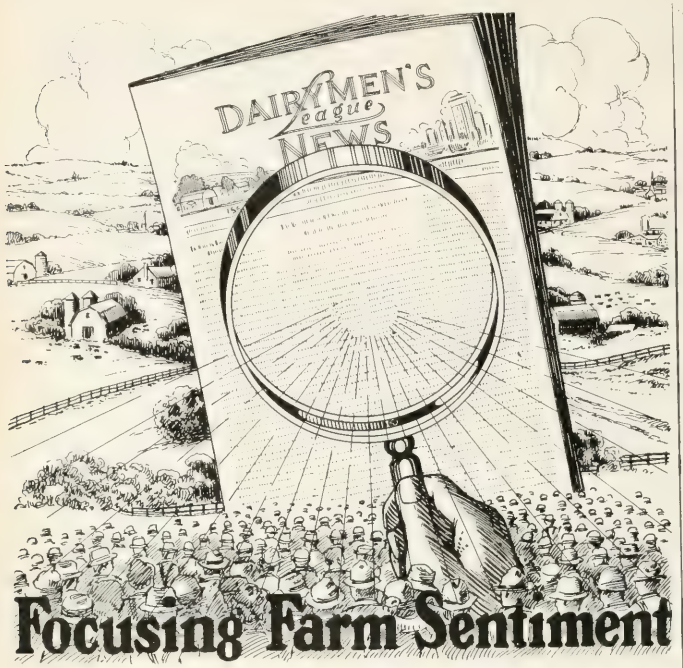
J. B. WOODWARD
110 E. 42nd St.
New York

WOODWARD & KELLY
360 N. Mich. Ave., Chicago
Fine Arts Bldg., Detroit

R. J. BIDWELL CO.
742 Market St., San Francisco, Cal.
Times Building, Los Angeles, Cal.

R. J. BIDWELL CO.
White Henry Stuart Bldg.
Seattle, Wash.





Focusing Farm Sentiment

THE editorial office of the Dairymen's League News merely focuses the farm sentiment which originates among its readers. The relation between the readers and the paper is unusually intimate.

Owning this paper themselves, the readers take an active interest in shaping its editorial policy. They write frequently and profusely, keeping the editorial staff informed as to their views and desires.

These letters are supplemented by the reports of Dairymen's League field men and local officials. Then there is the direct contact between the editorial staff and the League directors who are active farmers.

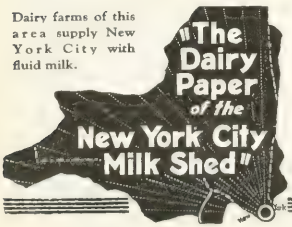
The result is a degree of reader interest not found in farm papers published solely for profit. This interest naturally extends to the advertising columns. Advertisers find our readers unusually responsive; and their interest is backed by adequate buying power.

The Dairymen's League is the outstanding dairy paper of the East, having in its territory a circulation equal to more than three times the circulation of the two largest national dairy papers in the same territory.

To cover Eastern dairy farms, you **must** use the Dairymen's League News.

A request will bring Sample Copy and Rate Card

Dairy farms of this area supply New York City with fluid milk.



DAIRYMEN'S League NEWS

New York
120 West 42nd Street
W. A. Schreyer, Bus. Mgr.
Phone Wisconsin 6081

Chicago
10 S. La Salle Street
John D. Ross
Phone State 3652

asked for advice was: "Don't talk too much about what you're going to do before you do it; and even then, don't, because it may not be done" or words to that effect.

Therefore, since my advertising career, if any, lies ahead, there is really nothing to talk about.

I HAVE been told that to date my chief claim to fame is that I am probably the only college editor who was ever thrown in jail, or at least got inside the door, for contempt of court. The incident dates back to my undergraduate days at the University of Illinois, and the editorship of that crusading journal, *The Daily Illini*, longer ago than I care to think about.

The episode was responsible for my being weaned away from a journalistic career to the more sordid fields of promotion and advertising, much to the disgust of my former professor of journalism. It was a year or two later, however, that a friend in Chicago decided he wanted an outspoken fellow on his publicity staff, and invited me to desert my chosen field of news gathering in St. Louis to be his assistant in Chicago, with a title and a salary of $20 per week.

That was in 1915, and a Chicagoan I have remained until very recently, except for two and one-half years as a citizen of the world during the not-so-late war. To those who would prematurely start to applaud that war record, I might say that it included three months at Fort Sheridan, a year at Camp Grant, three weeks at Camp Upton (and New York City), some weeks *en route* on the high seas, seventeen glorious days in Paris, many months at a personnel adjutant's desk, and a sight-seeing trip to the Front after the armistice. Like everyone else I truly wanted to get up where the bullets were singing, but perhaps a kind fate prevented it.

Since the organization which I now have the honor to serve believes in dealing with facts, not with opinions, the editor insists on a few. Chronology: Graduated from Illinois in 1913, before its football teams were as good as they are now; newspaper reporter and near-editor on three St. Louis newspapers in less than that many years; before and after the war with the Portland Cement Association, helping persuade the public to ride on concrete roads; several years in the agency business with Erwin, Wasey & Company as researcher, contacter, and pinch hitter; a year of selling space to advertising managers who didn't want to buy it; two years as advertising manager of Wahl-Eversharp, helping coax the public to buy pens and pencils until it hurt; thence to New York in the closing days of last year to be secretary-treasurer of the A. N. A. And to anticipate the question which I have been asked so many times—"How do you like New York?"—I shall probably shock some of my Chicago friends by saying that I really do, and think the liking will be permanent.

An Institution

ANNUAL REVIEW NUMBER

¶ A record of the Industry's work for the year and a measure of it's confidence in tomorrow.



THE IRON AGE ~ *The National Publication of the Metal Trades*

690 Pages of Advertising

Credibility

I have a habit of long standing (or, perhaps, I should say, long lying, in this case) of reading myself to sleep at night.

Very frequently I read the ads in the magazines instead of the so-called reader pages. And when I do, I not infrequently get "sore" at some ad, because of its asininity. Extravagant claims, illogical arguments, obvious falsehoods and other errors of execution get my royal goat. Not because I rate myself a saint; no, my objection is not wholly on ethical grounds. My objection is to the waste of the advertiser's good money and my time.

The purpose of an ad is to persuade and convince. It must be credible. It must, at least, *seem* to be telling the truth. When an ad fails in this particular, it fails all over.

Yet advertisers and advertisement writers keep right on making the same old blunders, no matter how often they may have been shown the mistake of it all.

If thou wouldst make thy ads successful by all means make them easy to believe.

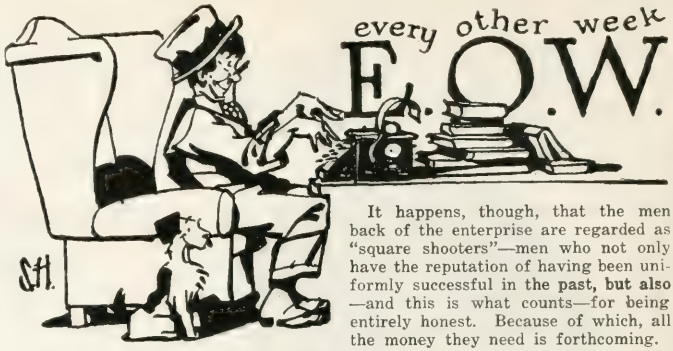
A. R. Mayer.

for

INDUSTRIAL POWER

608 So. Dearborn St., Chicago, Ill.

We try very hard to make our claims believable. But, the heck of it is, some of the actual facts about INDUSTRIAL POWER are so unusual that they are hard to believe.



His Specialty Is Mining Stocks

If the truth were known, it would, I am sure, be as clear as daylight that most men are gamblers at heart. One gambles in real estate, another in commodities, another in the stock market. A relative of mine specializes in mining stocks. Every time I meet him he has a new one. Sometimes it is a silver mine, sometimes a gold mine and sometimes a copper mine; but, never, as far as my knowledge goes, has he put money into what might be called a legitimate investment. He likes the excitement of hazarding two or three thousand dollars in a "prospect" in some far-away part of the country: California, Nevada, Colorado, Canada. More than once, he has been on the verge of making what he calls a "killing," but always, for one reason or another, he has failed to "pull it off." Yet, if you point out to him, as I have done, once or twice, that if he had put his money into a savings bank and let it stay there at three per cent, he would be better off, he smiles and says, "Oh, well."

Character Does Count

Two—maybe three—years ago, a wild-eyed prospector located a strip of mineral land which "looked good," not only to him, but also to the hard-headed moneyed men whom he tried to interest in it. It looked so good that one of the aforesaid h. h. moneyed men put $600,000 in it—just to see if it really was as good as it seemed to be. When he had satisfied himself that it was, he asked some friends to join him in developing the property. In due time, the enterprise was incorporated and capitalized. Stock in it is being traded in on two exchanges. Present price is about $20 a share and as there are about a million and a half shares, that means that the investing and speculating public has placed a valuation of about $30,000,000 on the property! Think of it! Thirty million dollars for a "prospect!" For that is all it is, at the moment. True, three or four hundred men are at work opening up the mine; and a railroad is being built to it. But actual production has not yet begun; nor will it for months to come.

It happens, though, that the men back of the enterprise are regarded as "square shooters"—men who not only have the reputation of having been uniformly successful in the past, but also—and this is what counts—for being entirely honest. Because of which, all the money they need is forthcoming.

Trading on Trade-Names

I am the official grapefruit buyer for my household. That is the one thing Mrs. Jamoc insists that I do: buy grapefruit. And I have many a merry adventure with the bandits who pose as fruit dealers.

Yesterday, I stopped at a fruit stand in my neighborhood where, under a sign which read "Blue Goose, Special, 2 for 25c." were displayed a lot of good-looking grapefruit. "Give me four," said I, "and be sure they're all Blue Gooses." "Sure, mister," the fruit man answered. And, holding one under my nose, he said, "Blue Goose! See?" I saw. Nevertheless, before I left the store I examined the contents of the bag. One—and only one—of the four grapefruit in it was a Blue Goose. I handed the others back and said, "These are not Blue Gooses." "Same thing," said he. But he changed them, just the same.

Rarely do I enter a fruit store without having some such experience. The fine art of substitution isn't dead yet, by a long shot.

"Moderate" Hotel Rates

One of the things which led to a lot of criticism of Florida, last winter, was that the hotels of that State, almost without exception, profiteered abominably. Friends of mine who were in Florida in January and February, told me they had to pay eight, ten and in some cases, twelve dollars a day for a room—not in Miami or Palm Beach, you understand, but in jerk-water towns which did not even pretend to be winter resorts.

It may be that Florida has learned its lesson, as California did, a few years ago. But the information at my disposal does not point that way. For the Florida East Coast Hotel Company announces that, for the 1926-1927 season, rates will be as follows:

Alcazar, St. Augustine—
Single room with bath...$10 to $14 a day
Double room with bath...$18 to $26 a day
Ormond, Ormond-on-the-Halifax—
Single room with bath.....$12 to $16
Double room with bath.....$22 to $28
The Breakers, Palm Beach—
Single room with bath.....$20 to $24
Double room with bath.....$30 to $55
Royal Poinciana, Palm Beach—
Single room with bath.....$16 to $22
Double room with bath.....$28 to $36

Rates at other hotels are lower; but they can hardly be called "moderate."

JAMOC.

Something is happening in Chicago

There is, in Chicago, a newspaper achieving circulation and advertising progress almost without parallel in the history of journalism—THE CHICAGO EVENING AMERICAN!

Established twenty-six years ago this newspaper now has by far the largest circulation of any Chicago evening paper and the third largest evening paper circulation in the United States.

Selling at a 50% higher price it leads the second evening paper by more than 125,000 copies daily and goes into more HOMES in Chicago than any other daily paper.

A fair and impartial investigation will prove conclusively that the Evening American is the FIRST BUY in Chicago's daily paper field.

CHICAGO EVENING AMERICAN

A *Good* Newspaper

[Attention Interest Action]

DUBL-DUTEE *Twin*VELOPES

insure all three for your direct mail. Your sales letter and catalog, booklet or sample travel together and reach your prospect in the same mail, under one cover. Your prospect can get his order to you before the other fellow's "under separate cover" mailing arrives.

[Simplest Lowest Priced Most Effective]

double purpose envelope on the market. Sold by progressive printers everywhere. Ask *your* printer or write us for samples and special trial offer.



COMMERCIAL ENVELOPE CORP.
3024-26-28-30 *Lemp Ave.*
Saint Louis, Mo.

Subtlety is effective in its proper place, but *only* in its place. If you wish to fill a vacancy or increase your staff—don't be enigmatic, let the Market Place shout your wants.

Look at Page 88

ALLENTOWN PA.

Where Wages Are High and Everybody's Prosperous

90% of its 100,000 People Read The Allentown Morning Call

Story, Brooks & Finley
National Representatives

"Ask Us About Advertisers Cooperation"



Probably we can help you in your
DISPLAYS
Send for catalogue
OLD KING COLE
Incorporated
Canton, Ohio.

Don't miss an issue of Advertising & Selling Send in your old and new address one week before the change is to take effect.



MOVING

Launching a New Company

[CONTINUED FROM PAGE 46]

vice were assured of expert advice.

Expert advice, however, though given by men of authority, is useless unless the proper products can be utilized in making recommendations. Consequently the second point which was driven home in the campaign, was the fact that the new company rendered *unique* service. The service was unique in view of the fact that it exclusively was able to offer both centerless, and plain and universal grinders. In other words both types of machines were available for experiment and for application of the prospect's work to the grinding machine, and if the job was not the one to go on the cylindrical grinder, the centerless method could be used, or vice versa. This fact was of importance to a buyer, and this service, therefore, a very valuable talking point.

The third point was the fact that no expense was spared to provide a new plant with the most modern equipment. In many cases special machines were used. Specializing in the manufacture of grinding machines alone once more assured the prospective buyers of careful attention to their problems. The plant was not only equipped with modern machines which were accurate and highly productive for the manufacture of the precision and production grinding machines, but workmen of long experience in the industry were engaged to carry on the manufacture of the product. These three main points were driven home with a series of advertisements carried in the leading trade journals.

Again using direct mail as a tie-up with trade journal publicity these advertisements were reprinted in an eight-page circular and sent to the entire mailing list, marked for the attention of the individual in care of the company.

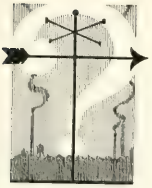
IN addition to the publicity already mentioned, thirty trade journals, most of them directly interested in the field reached and others indirectly effecting the field, carried editorial announcement and comments on the new company and the service which it was prepared to render to industry.

Consequently, the prospective buyer was confronted thus far in the campaign by the announcement of the new company both in trade journals and by direct mail, and by editorial comments in the regular reading pages of his favorite publication.

After the fundamental points enumerated had been put before the prospective users, an intensive direct mail campaign was used in which the service the new company was rendering to industry was carefully set forth. The products of the company were able to effect savings heretofore unthought of in the machine tool field. Some of the

Where Is the Buying Activity in the Textile Industry Today?

—*how to reach it*



ARE the buying units of the textile industry in process of radical geographical realignment? Let's review the facts. The relative proportion of each major branch of the textile industry, based on an average of the three main factors—capital invested, value of products, value added by manufacture, is as follows:—

Cotton manufacture	42% of total textile industry
Wool and Worsted manufacture	26% " " " "
Knit Goods and Hosiery manufacture	14% " " " "
Silk manufacture	13% " " " "
Dyeing and Finishing (Separate establishments)	5% " " " "

Here is the situation in a nutshell—

COTTON—The cotton branch of the industry is now about evenly divided as to spindles between the North and the South. The Southern mills make principally the heavier and coarser goods; mills of the North average finer quality goods. But in the South the mills run at greater capacity, use more cotton, and run longer working hours.

WOOLENS AND WORSTEDS—98% North—2% South.

SILK—98% North—2% South.

KNIT GOODS—88% North—12% South.

Textile World is the journal of the WHOLE industry. It has the largest circulation at the highest subscription price and reaches the key men who control 90% of the purchasing power.

An advertiser in Textile World reaches the buying power not only of the cotton mills in the South, but the cotton mills of the North and the woolen, worsted, silk, knitting, dye, bleach and finishing establishments of the whole country—*complete coverage!*

Member Audit Bureau of Circulations

Textile World

Largest net paid circulation and at the highest subscription price in the textile field

Member Associated Business Papers, Inc.

334 FOURTH AVE., *NEW YORK*

1927

will see keener sales competition in many lines. Building materials, for instance, and automobiles and radio, perhaps yours.

Sales

records cannot be broken without more selling pressure. Modern direct mail methods will be more widely used.

Start

now to meet—and defeat—competition. A test campaign of Caxton a·d·a costs about the same as one national advertising page.

Now

is the time to investigate

a·d·a

THE CAXTON COMPANY

CLEVELAND

machines have replaced older machines, replaced operators, cut down wheel cost, increased production and consequently increased profits at a decidedly high rate. It is not unusual to find these machines increasing production from 60 to 600 per cent and more. Millions of dollars actually have been saved in the automobile industry alone in economies effected through the application of the machine now manufactured by this company. For some of the products the centerless grinder has revolutionized grinding methods in certain fields, consequently this machine was the first to receive attention in the new publicity campaign. A post card, sent to the entire mailing list, was used as a "teaser," an announcement of what might be expected to follow. It contained merely the phrase: "Why industry has swung to centerless grinding." In a few days it was followed by the regular direct mail publication known as "Sparks from Cincinnati Grinders." This is issued periodically to keep prospective and former users in touch with methods and new applications, and it shows definite examples of installations where some interesting and new type of operation has been successfully ground. Consequently the latest news on grinding is constantly kept before the prospective users in an interesting and terse fashion.

Color is used in connection with the sheets to add to their attractiveness, and as many detailed technical facts as are deemed advisable are contained in the publication.

While "Sparks" is sent periodically to the users and to the salesmen in the field, special sheets known as data sheets are issued at more frequent intervals and contain a larger variety of jobs.

These are sent at once to the agent's salesmen in the field so that he may immediately get in touch with other buyers of similar products. These data sheets also form the basis of trade journal advertisements and the best of the operations shown in these sheets are selected for use in the direct mail advertising campaign.

Especially satisfactory results have been obtained through the use of blotters of a high grade, which are enclosed with the various issues of "Sparks."

These are sent by first class mail, and there is sufficient room left in the envelope to make it possible to mail the blotter "free."

AS a result of the publicity campaign, and also of the increased activities on the part of the sales force in the field, orders and requests for the service of the company have *increased* 30 per cent when the general market for machine tools has shown a tendency to *decrease*.

The new company had a definite method of grinding and a new service to render industry, and this was sold to prospective buyers with unexpected and unusual success.

Are You Paying for "Readers" Who Do Not Read?

MARKS: Do you take many magazines at your house?

PARKS: Three, at a club rate. We get one that I don't want, one my wife doesn't want and one neither of us wants, all for $7.50.

—*Boston Transcript*

Every publication that endures owes its existence to the fact that it appeals strongly to some class or type of individual. These individuals buy it, and read it—and because they DO read it, they buy the goods they see advertised in it.

The number of these interested readers is the measure of the value of a publication as an advertising medium.

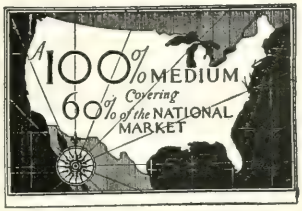
But, when a publication goes outside its logical field, and by high-pressure selling methods secures a great mass of subscribers who are not interested in it and don't read it, that publication is worth little as an advertising medium.

The best advertising medium is the one which goes ONLY to people who buy it, because they feel that they can't get along without it.

Such a medium is The Country Newspaper. It goes into every home because it is wanted in every home. It is read by every member of the family, because it is of vital interest to every member.

This ideal medium offers you a circulation of 9½ million interested families. You can buy this circulation in whole or in part, as your needs may dictate.

The country newspapers represented by the American Press Association present the only intensive coverage of the largest single population group in the United States—the only 100% coverage of 60% of the entire National Market.



Country newspapers can be selected individually or in any combination; in any market, group of states, counties, or towns. This plan of buying fits in with the program of Governmental Simplification, designed to eliminate waste.

AMERICAN PRESS ASSOCIATION

Represents 7,213 Country Newspapers—47½ Million Readers

Covers the COUNTRY Intensively

225 West 39th Street
New York City

122 So. Michigan Avenue
CHICAGO

68 West Adams Avenue
DETROIT



When are you hungriest?

We'll venture to say it's before dinner, at night. And doesn't that coincide with the time you usually see your evening newspaper? Food advertising has a special pull at that hour. You can often *smell* the coffee which you see pictured in a steaming cup, or get the full flavor of good red tomatoes from a black-and-white bottle of catsup.

The Review is glad of these things because it is an evening newspaper and last month carried over 3 times as much national food advertising as any other Decatur paper.

To add still more value to this advertising space, the Review is planning the best cooking school ever conducted in Decatur. It will be held the third week in January, with Mrs. Bertha M. Harris in charge.

DECATUR (ILLINOIS) REVIEW

To Reach { Lumber Manufacturers, Woodworking Plants and Building Material Dealers use the

American Lumberman

A. B. C. Est. 1873 CHICAGO, ILL.

Topeka Daily Capital

The only Kansas daily with circulation thruout the state. Thoroughly covers Topeka, a midwest primary market. Gives real cooperation. An Arthur Capper publication.

Topeka, Kansas

The Standard Advertising Register

Is the best in its field. Ask any user. Supplies valuable information on more than 8,000 advertisers. Write for data and prices.

National Register Publishing Co.
Incorporated
15 Moore St., New York City
R. W. Ferrel, Manager

The Only "Denne" in Canadian Advertising

We render a complete and intelligent Advertising and Marketing Service for manufacturers who desire maximum results from their efforts in Canada. Correspondence invited.

A. J. DENNE & Company Ltd.
Reford Bldg. TORONTO.

What Price Brains in Copy?

[CONTINUED FROM PAGE 20]

his goods, and he does not realize at all that readers care nothing whatsoever about the size of his factories, the age of his grandfather, or that the genuine is made only by the obvious owner of the trademark.

THE copy writer is not only the most stingily paid unit in the advertising factory, but he is allowed the least use of what brains he has. The drawing and layout are made first, and then the copy writer is told how few words, if any, he dare use. There is scant thought given to the requirements of the advertiser's message. The artist and typographer are given *carte blanche*, and they use it. What do they care about the message? They must express themselves; they must not be annoyed by space limitations or their art will be destroyed. So the hundred dollar a week copy writer, with the inferiority complex, permits the limitation of sixty-five words, and then tries to express the excellencies of the product and the reasons why the readers should desire to possess it in those sixty-five words, in three by five inches of space, smothered under a crushing modernist smear that only the elect realize is art and which the reader is supposed to absorb as giving prestige to the manufacturer who pays for the spree.

And still, advertising pays!

But one should not be too optimistic about this miracle of the times. The pockets and bank accounts of Americans are now bulging painfully with easy money, which has to be spent. Manufacturers can afford to pay any amount for their publicity, because they are so overwhelmingly prosperous. People are buying with such a prodigal hand that advertisers do not need to make their dollars do full work. But times and conditions may change. The time may come when something more than a beautiful drawing around the word "Hoopla!" may be necessary to get the goods sold.

Then the manufacturer may grow "Scotch" and ask, "Why can't my advertising say something that will make people understand that they need and will enjoy my goods?"

When the day comes in which manufacturers require their advertising to *say something*, the copy writers who can write the words that will create desire for possession of the goods advertised will command more money.

And those advertisers today, who wish at times that they might spend less money, or get better results from the money they do spend, may easily obtain their wishes if they will spend some "real" money for the brains that can put compelling words into the copy before they invest in hundreds of thousands of dollars' worth of space to print a four dollar message smothered under a pencil pusher's dream.

LINOTYPE NARCISS

Narciss, one of the new Linotype faces, is especially suited to advertising display. Its well-placed lights give the face brilliance and sparkle which arrests the eye. Narciss can be effectively combined with any of the accepted body faces such as Caslon Old Face, Bodoni, Benedictine, Cloister, Garamond or Scotch Roman. It will brighten up any page in which it is used and give it character and smartness. Narciss has achieved great popularity in Europe and is brought to America by the International Typographic Council through which the Linotype Company is able to secure rights to the choicest products of the great European type-founders. Through this world-wide organization there is being given to printers and users of print the best of the newly created and the most authentic reproductions of classical types, all available for rapid and economical composition on the Linotype.

This advertisement is composed entirely on the Linotype and shows Narciss in all sizes from 36 point to 10 point. The "stepped-up" heading is obtained by casting each letter overhanging on a separate slug after previously spacing on single line.

TRADE LINOTYPE MARK

MERGENTHALER LINOTYPE COMPANY, Brooklyn, N. Y.

SAN FRANCISCO CHICAGO NEW ORLEANS

CANADIAN LINOTYPE LIMITED, TORONTO

Representatives in World's Principal Cities

580.27.1-N

A Field for Enterprise

Consider the buying power of a wide rural territory, thickly populated with progressive farmers who have a steady supply of money the year 'round, and who produce, themselves, 79% of what they use. The incomes of these farmers are more than enough for all their personal and agricultural needs, and these needs seldom go unsatisfied. In the last five years new farms have been established at the rate of 5,000 a year.

Next, consider the efficiency of an advertising medium that covers this same territory to the extent of 180,000 subscribers. In the states of Maryland, North Carolina, and the two Virginias, this paper —the oldest agricultural journal in America — goes twice a month to one farm in every three, and its influence extends far beyond its circulation tally.

The Southern Planter offers a consistent advertiser domination of a steadily buying market. Here is a field promising rich reward to your enterprise.

The Southern Planter

Richmond, Va.

JAMES M. RIDDLE CO.
Chicago New York Atlanta
Kansas City San Francisco

The Origin of the Species

[CONTINUED FROM PAGE 27]

W. C. Garwick, advertising manager of Certain-teed Products Corporation, has just completed his eighteenth consecutive year with that company.

B. H. Rowley, of Joseph Dixon Crucible Company, states that practically all his experience has been in advertising. He is a former agency man, having been associated with N. W. Ayer & Son for several years.

Raymond S. Reed, advertising manager of the Heywood-Wakefield Company, states that practically all of his experience has been in the advertising field, including six years with an agency.

Dean A. Thompson of the Minute Tapioca Company has been with that company during most of his career. Mr. Thompson, incidentally, is the only advertising manager reporting who holds the degree of Master of Commercial Science.

N. L. Mead, of The B. V. D. Company, has had twelve years training in advertising agencies and eleven years in his present position.

F. H. McKinney, advertising manager of the Packard Motor Car Co., after studying law at the Universities of Michigan and Wisconsin, went to the Packard Company nearly fifteen years ago. Besides his extensive knowledge of the product, gained in many different phases of the business, Mr. McKinney thinks that the study of law has helped him a great deal, as it taught him to analyze and study both sides of every problem. He says however that if he had known in his school days that he was to become an advertising man, he would have taken more work directly connected with writing and speaking.

H. C. Rahm, advertising manager of The Yale & Towne Manufacturing Company, is another typical example of the "Professional" group. He states that: "Having worked up through the various stages, I feel that I had a sound foundation on which to build."

ONE of the largest groups is the "Practical" school, which includes men whose experience has been largely in selling, and who believe that actual sales experience is the most valuable thing an advertising manager can bring to his task.

For instance, E. M. Keeler, advertising manager of The Mallory Hat Company, was a travelling salesman for fifteen years. He says: "I consider my close association with the dealer and his problems over a long period of special value in my present work; as I am better qualified to know his position and requirements, and to work with him with good results."

W. K. Glen, advertising manager of the Crane Company, has been with that organization since 1904.

W. E. Fellows, director of advertising for the Oakland Motor Car Company, thinks that the ability to sell goods, which he did for five years, is a natural training for advertising.

F. R. Kingman was engaged in sales work before becoming advertising manager of "Onyx" Hosiery, Inc.

George Monroe, Jr., director of advertising for Creo-Dipt, also lays stress on his former sales experience.

K. L. Zimmerman, of Henry Disston & Sons, spent some years as a salesman calling on the retail trade.

Paul Huston, advertising manager of Ipswich Mills, considers the practical experience he has had in selling the most valuable training he has had for his present work.

A. M. Taylor, former advertising manager of the Franklin Automobile Company, finds his previous sales experience of every-day use.

THE third school of thought, the "Literary" group, lays emphasis on literary or journalistic ability, and a strongly developed sense of news values. If the group of approximately one hundred reporting is an indication of the profession as a whole, it would appear that a larger proportion of advertising managers are recruited from "The Fourth Estate" than from any other source.

Wm. H. Baldwin, advertising manager of the Pierce-Arrow Motor Car Company, champions the contention that no training fits a man for the creation of advertising better than newspaper training.

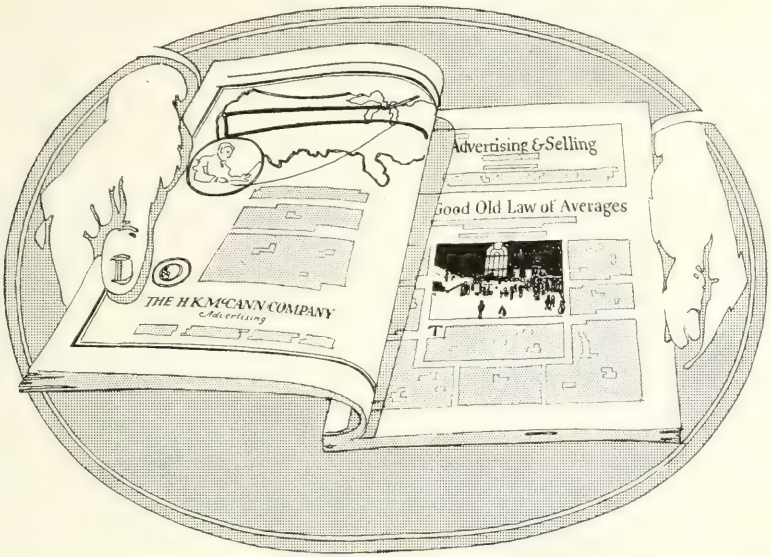
Everett R. Smith, of the Fuller Brush Company, is another ex-reporter and finds his newspaper experience of tremendous value. Mr. Smith has been engaged in the publishing, agency, selling and advertising phases of distribution.

Eben Griffiths, advertising manager of the Vacuum Oil Company, worked his way from cub reporter to city editor of the Brooklyn *Daily Eagle* before he went into advertising. He found his newspaper work of great value as a training ground because of its versatility and demand for analytical consideration.

Walter P. Hanson, advertising manager of the Republic Motor Truck Sales Corporation, is an ex-reporter on the Chicago *Examiner*. Mr. Hanson finds knowledge of English and the reporter's training to seek out the features of attention-value, are useful in his advertising work.

Walter Kiehn, of the Gulbransen Company, was a newspaper man for fourteen years. He has always felt, he reports, that the newspaper business is the best back-ground that a man can have who wishes to engage in advertising. He believes that the things one learns in newspaper work that are valuable in advertising are terseness, the faculty of getting things done on scheduled time, a free writing style, and an appreciation of the value of publicity.

H. C. Bursley, advertising manager of the Murphy Varnish Company, looks back on his years as night desk man on the Washington *Post* as having trained him to look for the big point in



Advertising & Selling Offers to Advertisers

A STATE OF MIND!

WHAT is it that distinguishes the advertising pages of Advertising & Selling from those of any other publication?

It is what the reader brings to those pages!

For this is what this publication offers to the advertiser who understands that white space plus circulation is not the whole story:

Not mere numbers:

Advertising & Selling has grown more rapidly in point of circulation than any other paper in its field; yet there are circulations larger in point of numbers.

Not merely potential purchasing power:

While Advertising & Selling's list of executive-subscribers is the very cream of the advertising world, with purchasing power in the millions, yet that very power would be of uncertain value to the advertiser were it not coupled with that which is exclusively "Advertising & Selling's":

The Inquiring Mind:

Whatever his attitude toward other publications, the reader of Advertising & Selling brings to it an inquiring mind, a mind alert to new ideas or to new aspects of old ideas. He has learned to expect frank discussion, fearless inquiry, a sincere dissection of sham. In such a state of mind, quite naturally the message of the advertiser is brought under the focus of that same active, inquiring mind.

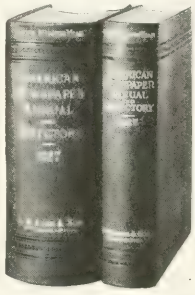
Publishers, advertising agents and others are invited to use the advertising pages of Advertising & Selling to tell the *truth* about themselves.

THE 1927 EDITION OF THE AMERICAN NEWSPAPER ANNUAL AND DIRECTORY IS READY FOR DELIVERY

The 1927 issue of the AMERICAN NEWSPAPER ANNUAL AND DIRECTORY is now ready in two editions. The one, the regular form and size with which the advertising and publishing fraternity is so familiar, at the usual price, $15. The other, a special limited edition on thin paper stock for the benefit of those who wish a smaller and lighter volume to conserve shelf and desk space.

This special edition will have a brown binding, imitation leather, and will be priced $20. The contents are identical, comprising all of the information and features of this old-established reference book with complete gazetteer information revised to date and latest population figures, with 378 lists of different classes of publications and over 100 colored maps.

REGULAR
Edition
Size
6¾ x 9¾ x 3⅛
Weight
7 pounds
PRICE
$15.00



SPECIAL
Thin Paper Edition
Size
6¾ x 9¾ x 1⅞
Weight
3¾ pounds
PRICE
$20.00

Carriage paid in United States and Canada

An early order gives full service of the book and carries with it a copy of the Mid-Year Supplement free of charge. Further particulars on request of the publishers.

N. W. AYER & SON
PHILADELPHIA

ELECTRICAL ANIMATED AND STILL **DISPLAYS** for WINDOW, COUNTER, and EXHIBITS

Effective-Dignified Planned Inexpensively

CONSULT WITH EXPERTS

ANIMATED PRODUCTS CORP.
19 WEST 27½ ST. NEW YORK

Mechanical Window Booth DISPLAYS

We design and submit suggestions upon request.

Write for circulars of Mechanical Books, Start and Stop Revolving Tables.

CHESTER MECHANICAL ADVERTISING CO., Inc.
430 West 45th St. New York, N. Y.

the story. Incidentally, Mr. Bursley is one of the two poets listed. H. E. Ising, of the American Surety Company, is the other.

ONE of the best-known advertising managers of the "literary type" is Verne Burnett, secretary of the advertising committee of General Motors. Mr. Burnett expresses the opinion that the variety of experience gained in newspaper and magazine work has been the factor in his former training which has been most valuable to him in advertising matters. Mr. Burnett has served on the editorial staffs of the Detroit *News*, the Detroit *Free Press* and *The American Boy*, and was editor of various farm papers. During the war he was a member of the editorial staff of *The Stars and Stripes*, the A.E.F. periodical published in Paris.

Perhaps the most interesting journalistic background reported is that of William A. Willis, manager of the Copper & Brass Research Association. Mr. Willis started as a reporter on the old New York *Sun* under Charles A. Dana, where he remained for eleven years. Two years on the editorial staff of the *Evening World* were followed by his appointment as executive secretary of the City of New York under Mayor George B. McClellan. His final newspaper work was on the old New York *Herald* under James Gordon Bennett, where he was successively reporter, Sunday editor, news editor, city editor and acting managing editor. Mr. Willis was perhaps best known in journalism as a political writer. He covered for the *Herald* all of the revolutions in Mexico from Madero's outbreak in 1910 until the end of the revolutionary era in 1916.

Frederick A. Van Fleet, advertising manager of the Peerless Motor Car Corporation, has been in the daily newspaper business the greater part of his career and believes it to be true that a man gets a great deal of training in the editorial end along lines very similar to the advertising business. He believes that the most valuable factor is the appreciation, from actual experience, of just what the editorial attitude is likely to be concerning his present business.

Among the other well-known advertising men who are graduates of "The Fourth Estate" are O. E. Sovereign, general manager of The Aladdin Company, and W. F. Hartzell, advertising manager of The Barber Asphalt Company.

The final type of advertising manager, the "Scientific" group, is the scientifically trained man who carries into the profession his former thought-processes.

One of the most interesting of the "scientific" viewpoints reported is from a former electrical engineer, Walter I. Willis, vice-president of the Three-In-One Oil Company. Mr. Willis believes that an engineering or scientific training tends to make anyone think more exactly; avoiding guesswork.

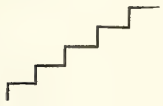
Another electrical engineer is John E. Grimm, Jr., manager of the advertising division of the Chevrolet Motor Company.

W. K. Towers, advertising manager of Paige-Detroit Motor Car Company, started his education as a chemical en-

the net paid circulation of the current issue of Advertising and Selling is 8510* copies

*

Dec. 31	1923	-	-	4824
Dec. 31	1924	-	-	7342
Dec. 31	1925	-	-	8206
Dec. 31	1926	-		**8510**





THE gas industry, in preparing to meet the demands of new and important customers, is an important customer in itself. In fact, there are but few other industries that rank higher in purchasing power.

The gas industry offers an insatiable market for all types of engineering apparatus, as well as other equipment, of every kind, which has a utility in the manufacture, distribution, and use of gas. It is a market which, in future, will grow to proportions that will dwarf even its huge present capacity, and it is a market to which Gas Age-Record constitutes the direct line of approach.

We would be glad to advise you concerning the applicability of your product to gas. You will incur no obligation.

Gas Age-Record

A. B. C. A. B. P.

"The Spokesman of the Gas Industry"

9 East 38th Street New York

We also publish Brown's Directory of American Gas Companies and the Gas Engineering and Appliance Catalogue.

gineer and wound it up as a doctor of laws.

Guy C. Smith, manager of advertising and research of Libby, McNeil & Libby, a Ph.B. from the University of Chicago, and one-time professor of economics at the University of New Hampshire, looks back over a varied career and feels that the training in the fundamentals of economics is the most important experience he brings to his present duties. Dr. Smith values next the marketing experience gained as field agent of the United States Bureau of Markets of the Connecticut College, and as director of the Pennsylvania Bureau of Markets.

R. F. Hammatt of the California Redwood Association, an A.B. from Harvard, is an ex-Chief of Lands, and assistant chief of operations of the United States Forest Service.

M. W. Lansing, advertising manager of The Trenton Potteries, feels that a long apprenticeship in the designing and engineering departments of his company enables him to present his product in such a way that its merits can be readily appreciated by his technical audience.

M. J. Eisler, advertising manager of Huyler's, was formrely a public accountant.

W. Russell Green, in charge of the advertising of The Charles E. Hires Company, is an attorney and a former teacher of economics at the University of Pennsylvania. William B. Akin, advertising manager of The Gulf Refining Company, is another lawyer.

Some unusually interesting comments which do not easily classify under the four groups include one from F. V. Hitch, vice-president of the Royal Baking Powder Company. Mr. Hitch started his career soliciting advertisements for a little newspaper in Billings, Mont. This was followed by some years as copy chief for a large mail order establishment.

CONCERNING this latter work Mr. Hitch says: "I attribute my real experience in the advertising business to this mail order connection, because it was there that I had an opportunity to study the middle class woman consumer. For several years I directed the preparation of considerably over a million dollars worth of direct mail matter each year, aimed at this representative type of American womanhood."

Finally, there may be cited one of the most unusual "backgrounds" in advertising. We quote from the Boston *Post* of October 3, 1926:

> Down through the long ages since the days of Nero there have been many famous fiddlers who have charmed their way to the top. Just add the name of Arthur L. Walsh who fiddled his way into the heart of Thomas A. Edison, the electrical wizard, and in ten years' time, at the age of thirty, landed as vice-president of the Thomas A. Edison Industries, Inc.

Chicago Mail Association Holds Elections

At its recent meeting the Chicago Mail Advertising Service Association elected the following officers: Robert G. Marshall, president; Seymour S. Winberc, vice-president; T. M. Richards, secretary, and Mrs. M. H. Emery, treasurer.



BY A. BROUN, New York. "Modern Poster Annual." This is a looseleaf collection, the third of a series of annuals, which contains over a hundred examples of the year's advertising posters. The reproductions are all in color, and are attached in such a manner that they can be easily removed as desired. A number of them are the covers of advertising pamphlets, which appear in their entirety and consequently give an unusually accurate indication of the effect intended by the designer. The compilation includes some foreign as well as American specimens. Price $6.00.

BY THE FARMERS' LOAN AND TRUST COMPANY, New York. "Hand-to-Mouth Buying." A collection of the views on this subject of sixty-six leaders in industrial and economic thought, among whom are Jesse I. Straus, president of R. H. Macy & Co., New York; C. H. Markham, of the Illinois Central System; Prof. F. W. Taussig, of Harvard University, and Prof. E. W. Kemmerer, of Princeton University. "Hand-to-buying," being a radical and comparatively recent change in our economic structure, affects everyone through the banking and business interests of the country. This discussion of the matter is, therefore, both timely and important. There is a foreword by James H. Perkins, president of The Farmers' Loan and Trust Company. Free upon request.

BY CODEX BOOK CO., INC., New York.—"Scientific Advertising," by Harry Dexter Kitson. This book is the outcome of a series of investigations of facts regarding the effectiveness of the various factors in advertising. The technique used is the historical method, which aims to show by means of graphs, diagrams and statistics, the elements that lead to success and to failure. Illustrated. Price $2.

BY THE AMERICAN ARCHITECT. "Advertising and Selling to Architects." Prepared in collaboration with Alfred E. Fountain, Jr. A second and revised edition of a popular and useful brochure. It aims to analyze the character of the average architect and show how best to sell him through advertising. Within the limits of its sixty pages it covers its field in some detail, making its points clear by means of several charts and numerous illustrations. Since the architect is a combination of artist, business man and professional man, and consequently not the usual "prospect" to which the average sales campaign is adapted, this exposition of his characteristics and needs should be of great use to those who desire to sell or advertise to him. Illustrated. Free upon request.

"Come again!"

THE *Forum* reprints its leading articles in pamphlet form. These sell at 10 cents a copy. In the first 11 months of 1926 among these phamphlets issued were:

A Debate on the Ku Klux Klan. Imperial Wizard Evans vs. Representative Pattangall.
Why I am a Mormon, by Senator Reed Smoot.
Fifteen Finest Novels, by Arthur Symons.
Inheritance of Acquired Characters, Prof. H. S. Jennings, Johns Hopkins University.

And 38,692 copies were sold. The *Forum,* a magazine of controversy, is read by people who are our friends. They say, "Come again!" to us. Subscription renewals are also high. "Come again"—again!

94 per cent of the contract advertisers renewed their contracts for space in 1927. "Come again" from the other side of the fence.

Many advertisers know that the *Forum* is a "live" magazine, read by alert, responsive men and women. 75,000 of them in fact.

Are you going to advertise in the *Forum* during 1927?

FORUM

A magazine of controversy

Edited by HENRY GODDARD LEACH
247 Park Ave., New York City

Letters that TALK face to face!

SPARKLING SALES LETTERS, money-pulling collection letters, tactful adjustment letters, effective good-will letters.

SELFSAME RULES AND FORMULAS the shrewdest correspondents follow.

TESTED TYPES OF BUSINESS LETTERS—story letters, testimonial, conversational, announcement letters.

EXAMPLES OF LETTERS by line of business—manufacturing, wholesaling, retailing, specialty, services, real estate, insurance, banks.

PSYCHOLOGY IN LETTERS—Description, testimony, persuasion, inducement—the styles of expression.

OPENERS, CLOSERS, the body of letters, methods for analyzing the sales situation, the effectiveness of letters.

CHARTS AND TABLES for planning letters—of preferable mailing dates, material for letters, letter series, names for mailing lists.

LETTERS THAT TALK face to face with your customers.

NOW wouldn't YOU like to write letters that PAY?—Letters that grip and HOLD attention?—Letters that would tease you, intrigue you to the end?—Letters that make SALES and pay PROFITS?—Letters that WON'T LET GO until they have done what you wanted them to do, soothe an irate customer, collect money due you or BUILD UP business and good-will.

There is a way, a proven way to write letters like these—a far easier way than you may imagine—and the **"BUSINESS CORRESPONDENCE HANDBOOK,"** edited by **James H. Picken,** Counselor in Direct Mail Advertising, will tell you. Known from coast to coast for his successful letters; trained under Munsterberg at Harvard; Picken, who has trained thousands to write letters THAT GET ACTION, sets forth simply, easily, the actual working methods of the MASTER letter writers of America. **Mail the handy coupon below—now!**

Examine FREE

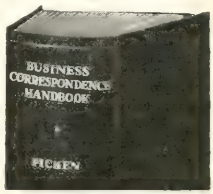
A. W. SHAW COMPANY
Cass, Huron and Erie Streets, Chicago

Please send me on approval your new 836-page book, "Business Correspondence Handbook," edited by James H. Picken, flexible binding, gold stamped. Within five days after its receipt, I'll send you $7.50 plus a few cents for mailing charge, or return the book.

AS-1-12-27

Name .....
Street and No. .....
City and State .....
Firm .....

(Canada $8.25 duty prepaid, same terms; U. S. Territories and Colonies $8.25 cash with order; all countries $8.25 cash with order.)



You'd Like Returns Like These:

—35 inquiries, on a list of 600, that resulted in 10 orders

—97 orders from a mailing of 1,200 names in a second approach

—1.6% returns with a total of $5,436 in sales, on a single follow-up

—Better than 12% on a list of 5,000 names with sales totaling $9,000

—Replies from 25% of a list, securing 500 orders in three weeks

—A 2% return, cash with order

—Over 10,000 prospects, names from a list of 1,800 dealers

Complete reproduction of 225 unusual, result-producing letters that pay.

836 pages. Size 5½ x 8⅛ Inches. Illustrated.



picture readers —all!

THE day's work over, the little ones tucked safely in bed, the evening before her, *but*—rather fagged out.

You have something to sell her, something she may quite definitely want. Perhaps you can sell it in one sentence, perhaps it will take a thousand words.

But you'll never even have the chance to sell—unless her eye strikes something sufficiently startling to make her mind stop, look and listen—picturize!

For three generations we have helped advertisers, publishers and printers to make their pictures TALK. The best picture in the world is no better than the photo engraving that reproduces it.

Gatchel & Manning, Inc.

C. A. Stinson, *President*

[Member of the American Photo Engravers Association]

Photo Engravers

West Washington Square ~ *230 South 7th St.*

PHILADELPHIA

Advertisers and Business Papers

[CONTINUED FROM PAGE 36]

Now I am not advocating a "trick" form which will obviate all interviews. I am not even going to suggest that every user of business paper space should use a form. But there are those that want them, and there are others who want answers to their questions in black and white. In any case, here are the questions which thirty advertisers in business papers suggest as those they would like publishers to answer. This is a compilation of their own questions and not an agreed-upon form. It indicates what advertisers want to know about business papers.

Our Miss Flannigan

By Frederick Hirshbach

THAT second piece of pie *was* too much. I dreamed that I went to Heaven. There was a long waiting line; some Eminent and Virtuous Reformers were crashing the gates. When they had been repelled and sent to their proper destination, we ordinary people were interviewed. Among other countless questions, the Deputy Recorder asked me, "What was your occupation in your former life?"

"Advertising salesman for a magazine," I replied.

"Oh," said he, "we have a special section for advertising men—D 4123 Avenue 65"—and he directed me to it on a blue print.

Arrived there, I learned with joy that my reward for previous comparative virtue would be to run an advertising agency of my own. Lo! It was! Rugs on the floor, several suites of beautifully varnished, frosted-glass-enclosed private offices, a palatial reception room—— Well, build your own Heaven. It was perfect.

I had been busily engaged for a long time in planning a gorgeous campaign for the Nibelungen Bottomless Purse Company with four-color double-page spreads in every publication, when certain sounds, repeated at frequent intervals, beat into my consciousness. It was my telephone operator and reception room clerk. She was receiving magazine solicitors.

"Whoda yu want to see, pliz? Not in! We don't handle that account. Nothing doing on that account. See us about January first on that. We're not using magazines for them."

After a short interval of thought I called her, "Miss Flannigan."

They come quickly up there. She was in the doorway.

"Don't you think it would be better to let me see those men myself?"

"What!" she gasped. Then recovering—"Oh, you're new. But this is a Heavenly Agency. No agency account executive ever sees a magazine solicitor. It's Heaven—the ideal, you know."

"Well," I said, "I don't see why I shouldn't interview them. I'm in charge and maybe they have some new thoughts to give me. Advertising is created and maintained by an interchange of ideas, you know."

She smiled at me pityingly. "That sort of stuff was all right when advertising was spelt with a lower case 'a'," she said. "The boss saw everyone then. Nowadays he's too busy to be bothered with a lot of copy snatchers."

"They're not all copy snatchers or back-slappers," I answered, "and besides, though I am busy and can't always see everyone, it's a duty I owe my clients——"

"Oh, sign off," said she rudely.

"And furthermore, Miss Flannigan, I'm not aware that I've made you my partner in this business. You're a phone operator and reception room girl and I have no doubt a good one. You're probably also a wow at dances, a bear at parties, an expert movie critic—but as a partner, No. And *wieder einmal*, No; and *encore!*

"Well, what are you gonta do about it?" she said, defiantly. "All the agencies up here have one like me. It's a rule."

"I can change the rule, can't I?" I shouted.

"You cannot," she said.

"Why, who makes the rules?" I asked.

"My dear man," said she, "learn once and for all you're in the Advertising Heaven. This is the Ideal Agency. It is created by the wishes and longings on earth of good agency men. It is as it is and shall be. And any magazine solicitor who gets in to see an account executive does so over my astral body!"

* * *

Wearily I turned in my harp and wings at the Celestial Cloak Room.

"Have those Reformers been shipped down yet?" I said. "I'd like to go with 'em, please."

George Batten Elects Directors

AT a meeting of the stockholders of George Batten Company, Inc., New York, Maurice Collete and R. J. Hayward were elected to the directorate of that organization.

Convention Calendar

JANUARY 18-19, 1927 — Executive Board of the American Association of Advertising Agencies, 247 Park Avenue, New York.

FEBRUARY 26-28—Eleventh District Convention of the International Advertising Association, Greeley, Colo.

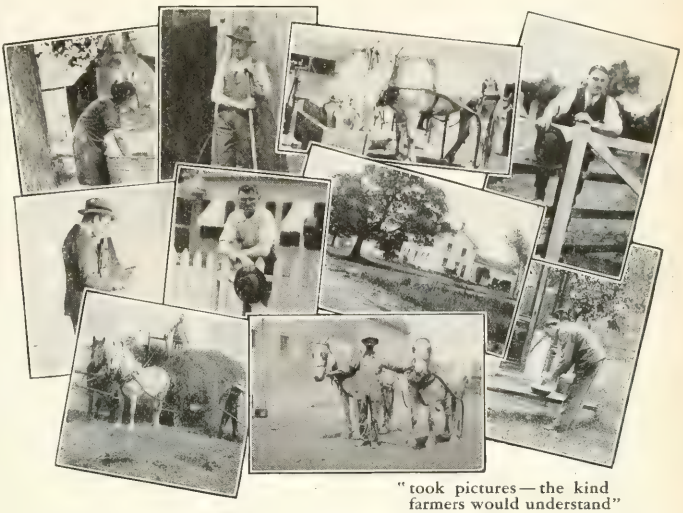
March 10-12—Mid-Year Conference of the Financial Advertiser Association, New Orleans, La.

MAY 9-11—Semi-Annual Convention of the Association of National Advertisers, Detroit, Mich.

JUNE 26-30—International Advertising Association, Denver, Colo.

OCTOBER 19-21—Direct Mail Advertising Association, Chicago.

SELL IT WITH PICTURES



"took pictures—the kind farmers would understand"

This FIRST PRIZE *Campaign*

. . . . how GRAFLEX *helped build the prize-winning campaign that later turned in phenomenal results*

AN advertising organization had the job of selling high priced farm-light plants to farmers . . . at a time when experts said, "The farmer *can't* be sold." But the men who had to produce the advertising didn't agree with the experts.

They took GRAFLEX cameras, went out to the farms, took pictures—the kind farmers would understand—of actual farm action, farm life.

And when they talked "light plants" to farmers their copy was so graphically illustrated with art work and commercial photographs based on their snapshots, so vivid and true, that their words carried home . . . and sold the farmers thousands of light plants . . . at a real profit! And all during this campaign dealers, salesmen, and merchandising men were saying, "It can't be done!"

Long before the results were all in, this campaign was awarded first prize at one of the annual Advertising Expositions. The judges knew what such truthful, vividly illustrated copy would do. Any advertising man, any art director, needs a GRAFLEX. One art director—E. W. Whitney—says:

"I was presented with a GRAFLEX for Christmas. For months I used it as a personal camera. Then one day I took it to my office. Just for fun, I snapped two of the boys having an argument. What a picture! A hand descending on the desk. Lips tightly drawn. A flash in the eyes! Such realism and story telling as I had never seen before! From that day on I have used my GRAFLEX to get truthful action and atmosphere—as a working basis for layouts, visuals, and commercial photographs. No more posed-looking art work! And our clients; well those GRAFLEX-made ideas sell not only our layouts and copy but the clients' merchandise as well."

Revolving Back GRAFLEX Series B $85

other models up to $260

Sold by Eastman Kodak Company Dealers

FOLMER GRAFLEX CORP.
ROCHESTER, NEW YORK

Send me your book which tells me how GRAFLEX "sells it with pictures."

Firm _____

Name _____

Address _____ *City* _____

Arthur Henry Co., Inc.

Designers and Producers of Distinctive Direct Advertising

1482 Broadway, New York

Telephone BRYANT 8078

Leaflets
Folders

Broadsides
Booklets

House Organs
Catalogues

Copy Writing
Illustrating

Engraving
Printing

Send for further information

What Has Art to Do with Advertising?

[CONTINUED FROM PAGE 28]

and note the advance in art, typography, illustration, arrangement. One of the biggest of such houses has used Franklin Booth to express in a picture that vision of a future home which every young couple dreams of and which the mail order house hopes to help become a reality.

"It follows mathematically that the same principle (i. e., that of mail order selling) applies to every other kind of selling." Another error. While, as shown above, the progressive mail order houses have begun to use better pictures to help their selling, the principles of mail order advertising and national advertising for goods to be sold over the counter have little in common, even when the goods are identical. But they do have this in common: that every device of picture or word or arrangement that makes the goods more desirable, that enhances them to the extent of making the reader act, is legitimate and a part of good advertising.

"Art work," says Mr. Gundlach, "when good enough to be clear and reasonably appetizing, cannot improve the pulling power of the average advertisement more than two or three per cent." Why, Mr. Gundlach, good pictures alone have sold goods. I know of one business built up from nothing in twelve years to a concern paying liberal dividends on twenty-four million dollar capitalization, in which from the very beginning pictures have been a large part of the advertising, pictures that are praised by artists as real art, capital "A" art, which have repeatedly received medals and honorable mention at the Art Directors shows. I know of many successful campaigns in which the art work accounts for more than half of the selling. Mr. Gundlach advises to run the pictures of shoes, shirts or furniture alone, without any background, Louis Cinque furniture or silk hangings. How about the window dressers? Isn't that exactly what they do; borrow a King Charles chair, a Chippendale dresser, an Aubusson rug, and drape the stuff over them to show as graphically as possible in what class it belongs? And window dressing has some of the hard-boiled characteristics of mail order advertising. The store knows before nightfall whether the window sold goods or not.

I, TOO, can go farther and assert that a shrieking type effect can be made more shrieking and more effective by a trained typographer than by a printer whose effect is merely the result of ignorance and lack of taste. As far as brutal attention arresting is concerned, look at the Fire Fiend of the Hartford. No fifty-dollar artist could have made that figure so menacing, so absolutely dominating. And yet one design in this series earned the reluctant but enthusiastic praise of Joseph Pennell, a crabbed critic who certainly had no love for advertising.

There are too many attempts to put a period to advertising; to say, "this is the only way." Old Doctor Johnson began it in 1780, when he said that the art of advertising was not susceptible of further improvement, or words to that effect. And even Dr. Johnson is better advertised today than he was in his own time. It is the salvation of advertising that there are so many ways of doing it successfully. Sometimes copy alone is better than any picture. Sometimes a picture alone is better than any copy. There are occasions when a fifty-dollar design is inexcusable extravagance, and times when a two-thousand-dollar picture is an economic investment.

THE first needed quality of every advertisement is visibility, display, that which makes it stand out against its background, against the paper of the magazine or newspaper, against the massed effect of all other advertising, against the technique of its combined competitors, against the state of mind, the ingrained habits, the inertia, the indifference, the jadedness of the readers. It must arrest, attract, penetrate, stimulate. Mr. Gundlach's little catalog of qualities is pitfully inadequate. Before any of them can register, the advertisement must be seen. Display is a matter of contrast. A white dot on a black page is more conspicuous than a black dot on a white page. Sometimes the advertisement that stands out most boldly is one of a paleness and delicacy that in proof form seems anemic. But look at it among its neighbors, like a red-coated fox hunter among the dress suits at a hunt ball. And this distinctive individuality takes art. The artist who can do it is worthy of his hire. The difference between inexpensive art and costly art is the difference between an apprentice and a master. There are many cub ad-writers who are not paid what Mr. Gundlach receives for writing copy. They are not worth it. Mr. Gundlach earns his money by doing it better. He would not advocate cheaper copy. He knows that in copy-writing experience and natural gifts count. The same is true of the artist. If an idea is to be expressed in a picture, the better artist will do a better job. If that means a picture too expensive for that particular campaign, then some other device must be used. There are different kinds of art available. A pen drawing may be just as good of its kind as an oil painting is of its, but it carries a lower price scale. If a line drawing is wanted, it should be a good pen drawing by a good artist. Fortunately there are hundreds of successful ways of advertising. Otherwise the advertising pages would be discouragingly monotonous. Mr.

Gundlach's ways are good ways, but they are not the only ways. No one of us possesses the whole sum of human knowledge about advertising. And nothing is so dangerous as being dogmatic about it. We can say this is a successful method, but not *the* successful method. If we do, someone will come along and overthrow our dogma by doing just the opposite and getting away with it.

Lynn Ellis Compiles "Check-List"

"CHECK-LIST Contracts for Advertising Service," is the title of an extraordinary new book by Lynn Ellis, head of the advisory organization which bears his name, and for ten years previously with the H. K. McCann Company. In its character of a compilation of concrete tangibilities it should prove of great value to many agencies and advertisers who have long been looking for something definite upon which to hang their plans and policies.

This unique volume is the fruit of Mr. Ellis' long and peculiar experience in the advertising agency field. This he outlines in his foreword, tracing the gradual growth of his idea from its inception in the Cleveland office of the H. K. McCann Company some ten years ago to its final crystallization within the past year. One of the first to realize the need for standardization in an earlier, more chaotic day, Mr. Ellis has striven toward that end and has succeeded in bringing about in the organizations which he has served great improvements in methods and procedure.

A sub-title describes the volume as, "A definition of advertising services, a classification of advertising terms and a series of contract and estimate forms for advertisers and their agencies." This sets down its scope about as definitely as it is possible to do. The author does not recommend it as a panacea to all advertising ills. The "contract and estimate forms" which comprise the greater part of it, cover an extremely wide range. These are twenty-five in number. Starting with the "Individual Responsibility Agreement," they range through a long list of agreements, definitions, etc., finally ending with the "General Utility Agreement." They are comprehensive, yet specific in detail.

For those not desiring the entire volume, Mr. Ellis offers copies of the individual forms singly or in lots of ten or one hundred at prices ranging from fifty cents to $2.50 apiece. The price of the volume is set at $10.

Association of National Advertisers Elects T. F. Driscoll, Vice-President

T. F. Driscoll, advertising manager, Armour & Company, Chicago, has been elected vice-president of the Association of National Advertisers to succeed A. H. Ogle. Mr. Ogle is now secretary-treasurer.

DISPLAY advertising forms of Advertising and Selling close 12 days preceding the date of issue.

Classified advertising forms are held open until the Saturday before the publication date.

Thus, space reservations and copy for display advertisements to appear in the January 26 issue must reach us not later than January 14. Classified advertisements will be accepted up to Saturday, January 22.

Shoe and Leather Reporter
Boston
The outstanding publication of the shoe, leather and allied industries. Practically 100% coverage of the men who actually do the buying for these industries. In its 67th year. Published each Thursday. $6 yearly. Member ABP and ABC.

The Baker's Helper CHICAGO
A.B.P. and A.B.C. Published Twice-a-month
Bakers' Helper has been of practical service to bakery owners for nearly 40 years. Over 75% of its readers renew their subscriptions by mail.
New York Office 17 E. 42nd St.
431 S. DEARBORN ST., CHICAGO, ILL.

HOTEL EMPIRE
New York's newest and most beautifully furnished hotel—accomodating 1034 guests
Broadway at 63rd Street.
ROOM WITH PRIVATE TOILET $2.50
ROOM WITH PRIVATE BATH $3.50

Bakers Weekly A.B.C.-A.B.P. New York City
NEW YORK OFFICE—45 West 45th St.
CHICAGO OFFICE—343 S. Dearborn St.
Maintaining a complete research laboratory and experimental bakery for determining the adaptability of products to the baking industry. Also a Research Merchandising Department, furnishing statistics and sales analysis data.

THE JEWELERS' CIRCULAR, New York, has for many years published more advertising than have seven other jewelry journals combined.

THE AMERICAN ARCHITECT
A. B. C. Est. 1876 A. B. P.
"Advertising and Selling to Architects," a booklet prepared to give you a better understanding of the architectural field, is now available.
Your copy will be sent upon request.
243 West 39th St. New York

Folded Edge Duckine and Fibre Signs
Cloth and Paraffine Signs
Lithographed Outdoor and Indoor Displays
THE JOHN IGELSTROEM COMPANY
Massillon, Ohio Good Salesmen Wanted

If it's sound selling and advertising it's an
EINSON-FREEMAN WINDOW DISPLAY
511 E. 72d St.
Rhinelander 3960
New York City
Specializing in window and store display advertising

Field Information
There's nothing so vital as field research—but don't use your salesmen or any other biased source to get it! We have 220 trained resident investigators throughout the U. S. and 17 years' experience making field surveys.
The Business Bourse
J. GEORGE FREDERICK, PRES.
15 W. 37th St. (Wisconsin 5067) New York
In London, Business Research Services, Ltd.

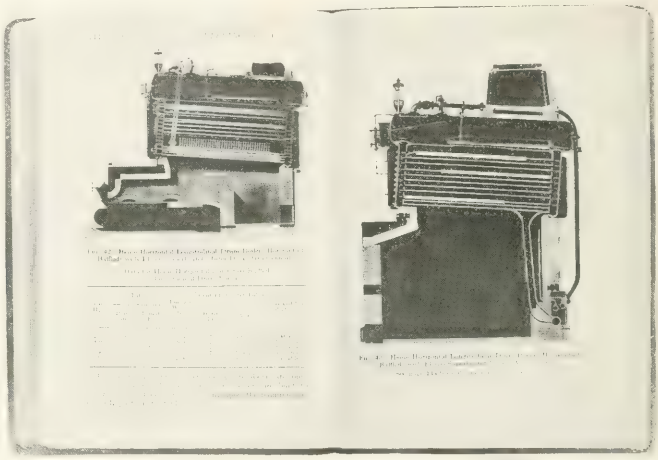
KEEP YOUR COPIES!
At the conclusion of each volume an index will be published and mailed to you.

A Technical Handbook as a Selling Aid

By Leon H. A. Weaver

Publicity Manager, The Superheater Company, New York

THE subject of steam is well covered by a great mass of data scattered through the technical papers, handbooks and text books. However, so far as we could ascertain no single, handy reference book contained between its covers the data most frequently desired by steam power plant engineers and operators. This condition seemed to call for a steam handbook, and resulted eventually in the "Data Book for Engineers."



Issued more or less as an experiment, this book was very well received, and passed through five editions; the last containing seventy-nine pages. For the most part it was a compilation of data from various handbooks, and other similar publications, and consequently made a good background for a more comprehensive publication; so when we were confronted with the issue of a sixth edition, we decided to broaden its scope and call it "Superheat Engineering Data."

One of the problems in connection with its production was that of having it printed and bound. It really comes under the classification of a textbook; so we assumed that a printer accustomed to that type of work, whose proof readers had experience along such lines, could handle the contract more efficiently and cheaply than even the best of commercial printers.

Of course there may be some criticism as to the mechanical makeup of the book, but it was prepared to conform to similar publications which engineers are constantly using. There was no endeavor made to have any fancy frills attached to it. The text was set in an easily readable type (monotype 8-A modern face) printed on Warren's Library Text, seventy pound basis. This grade of paper was thought desirable as it is serviceable for the kind of use the book will get and shows half-tones to advantage. It is bound in convenient pocket size 4½ x 7 inches, with a flexible Keratol cover. There are 208 pages, 85 illustrations and diagrams, and 69 tables. We have put a price of one dollar a copy on the book; a price that does not cover the actual cost of the edition. A large number of the copies are distributed free by members of our organization, so the main purpose of the charge is to enable us to control the circulation. We are in a position to use our discretion as to whether a person will pay the dollar or we will return his money and send him a complimentary copy.

So much for the production of the book. The next problem was its distribution or exploitation. Just as soon as advance copies were available, we sent a copy to the Library of Congress, to ascertain whether they would plan to issue an index card on the book. As they did, we arranged to buy a quantity of the cards for copies that

would be sent to publications, libraries, and schools. We have made it a practice in such cases to insert three index cards in each copy, thus enabling each recipient to enter the book properly in his card index and put it correctly on the shelves of the library.

FREE copies, together with apre-pared review were sent to practically all of the technical and trade journals in this country, as well as to several in foreign countries, which are likely to have among their readers some who would be interested in superheated steam in one way or another. We have found the publications very generous in their announcements of the book, and while most of them have used our prepared review, many prepared reviews of their own.

Free copies have been sent also to practically all public libraries of 100,000 volumes or over: State libraries, engineering libraries, and miscellaneous libraries in which A. S. M. E. proceedings are on file, which included a few foreign libraries. Several months prior to publication, we sent out a circular letter announcing the book in an endeavor to get libraries to request copies.

We also sent a similar circular letter to a selected list of technical schools, several months in advance, and, as a result, had requests from professors in charge of engineering long before the copies were available. Where actual requests were not received from technical schools in which we decided we wanted to have it placed, we sent copies to the school libraries.

In general the schools have received the book very well, and a number of them are now using it in their classroom work and have requested copies for their students. For this purpose we had a special edition prepared, bound in a stiff, cloth cover. There is no charge for students' copies, but we insist that each student send us his own request, indorsed by his instructor.

You can see that copies have been placed in a large number of strategic positions in this country and abroad. We are not broadcasting it far and wide through the usual media because we are afraid the demands would embarrass us. Of course, when the demands start to fall off, as they undoubtedly will soon, we shall then increase our efforts to advance distribution. Up to the present, only a few advertisements have appeared, and they have been merely of the nature of announcements.

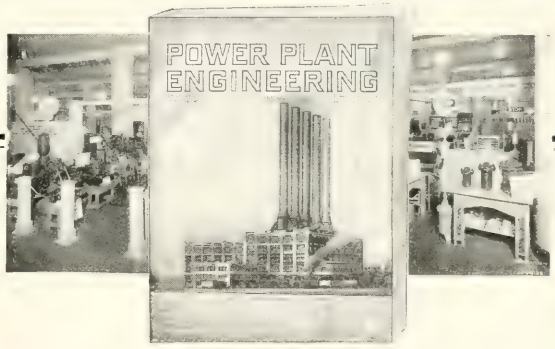
In this connection we prepared a descriptive circular which is distributed at conventions or used occasionally as a stuffer with sets of literature sent out.

Members of our organization and agents have sent out several hundred books to the railroads, to engineers, to public utility and industrial plants, and to members of companies in allied fields. Every boiler manufacturer, his engineers, sales force and representatives are also receiving copies. The

MANY a flapper thinks she is developing individuality when she is only imitating scores of her sisters who think the same thing...Many an advertisement starts out to be different by following a typographic style already being overdone. An advertisement should be like a clever woman:—have a personality and charm all its own, yet always be in good taste

WIENES TYPOGRAPHIC SERVICE · INC
203 West Fortieth Street, New York
Telephone Longacre 7034

OUR OVERNIGHT SERVICE IS VALUABLE TO OUT-OF-TOWN CLIENTS



Chicago Power Show Number

Twenty-three thousand power plant men will look to Power Plant Engineering to guide them to the exhibits and other features of the Chicago Power Show, to be held at the Coliseum, Chicago, February 15 to 19, inclusive.

The Chicago Power Show Number, Feb. 15, will be distributed at the show and visualize it to power plant men in all parts of the country. Reserve space now in this Number which will have extra circulation and great reader interest.

POWER PLANT ENGINEERING
A. B. P. 53 W. Jackson Blvd., Chicago, Ill. A. B. C.



Rate for advertisements inserted in this department is 36 cents a line—6 pt. type. Minimum charge $1.80. Forms close Saturday noon before date of issue.

Position Wanted

Thoroughly trained advertising executive is immediately available for position. Has had agency experience, handled complete campaigns, edited successful house organ. Thirty-two years old. Married. Write Box 437, Advertising and Selling, 9 East 38th St., New York City.

A TRADE PAPER SALES EXECUTIVE AVAILABLE

A managing sales executive of an established and highly successful group of Trade Papers is available January 1st.
This man has been a successful advertising manager, sales manager and advertising agent—for the last four years he has built up an enviable reputation as a salesman of Business Paper Space. Broad gauged, enthusiastic, experienced, he is looking for a big job, bigger than he has now. Address Box No. 428, Advertising and Selling, 9 East 38th St., New York City.

New England representative for firm of nationally advertised product, desires to discontinue traveling. Familiar with wholesale drug and department store trade. Experienced sales director and advertising manager. Thirty-nine, married and with especially good references. Address Box No. 435, Advertising and Selling, 9 East 38th St., New York City.

THE THIRST OF YOUTH

Most thirsty of human beings for accomplishment is the youth about to convert learning into dollars.
Having entered advertising only after serious thought, this young man for four years studied methods and absorbed ideas.
His layouts are effective, his choice of typography pleasing. With proper environment he will become a good copywriter.
Christian, 28; married. Now conducting manufacturer's advertising department but seeks more exacting connection.
Address Box No. 436, Advertising and Selling, 9 East 38th St., New York City.

Help Wanted

ADVERTISING SOLICITOR wanted by trade paper published in New England. We desire a young man of good personality. Give full details, including age, education, experience and present earnings. All replies treated confidentially. Address: Box 432, Advertising and Selling, 9 East 38th St., New York City.

Help Wanted—Salesmen

Experienced lumber or building material salesman. Permanent position. Weatherbest Stained Shingle Co., North Tonawanda, N. Y.

Publishers' Representative

CALIFORNIA REPRESENTATION

Trade and business paper publishers desiring complete advertising and editorial service in San Francisco and vicinity may arrange personal interview by addressing Box 439, Advertising and Selling, 9 East 38th St., New York City.

Multigraphing

Quality and Quantity Multigraphing, Addressing, Filling In, Folding, Etc.
DEHAAN CIRCULAR LETTER CO., INC.
120 W. 42nd St., New York City
Telephone Wis. 5483

FOR SERVICE Telephone Barclay 3355
Multigraphing Mimeographing Addressing BUREAU
19 Park Place, New York City
All Orders Called for and Delivered

Art Service

ADVERTISING ART

Lettering, Line, Figure, Black and White work for Newspapers and Magazines. H. Westphalen, 256 Church St., New York City.

Press Clippings

FOR 1927: Why not let us be your clipping department for a small monthly fee? IDEAL CLIPPING SERVICE, 110 West 40th St., N. Y. C.

Miscellaneous

BOUND VOLUMES

A bound volume of Advertising and Selling makes a handsome and valuable addition to your library. They are bound in black cloth and die-stamped in gold lettering. Each volume is complete with index, cross-filed under title of article and name of author making it valuable for reference purposes. The cost (which includes postage) is $5.00 per volume. Send your check to Advertising and Selling, 9 East 38th St., New York City.

BINDERS

Use a binder to preserve your file of Advertising and Selling copies for reference. Stiff cloth covered covers, and die-stamped in gold lettering, each holding approximately 9 issues, $1.85 including postage. Send your Check to Advertising and Selling, 9 E. 38th St., New York City.

"GIBBONS knows CANADA"
A. I. Gibbons Limited, Advertising Agents
TORONTO MONTREAL WINNIPEG

books are numbered serially and careful records of individuals receiving copies have been kept, largely to enable us to supplement copies with later information as it becomes available for publication. This list also enables us to avoid duplications.

What has "Superheat Engineering Data" accomplished for us? What do we expect it to do? How is it a selling aid? These are questions that cannot be conclusively answered at this time. The book has been out only a year. But even in that short time there has grown up in our industrial department a conviction that it is helping our cause. We get inquiries from sources we have not hitherto heard from or that formerly were difficult to get in touch with. People talk to us more as though they know us. They seem to respect our recommendations a little more. In other words, we have the feeling that the book is doing a great deal to establish our prestige and to put prospective customers in a receptive frame of mind.

Introducing the Mustard Club

[CONTINUED FROM PAGE 32]

separately, and in this way an incongruous association of the dining and bath rooms was avoided. The "Mustard for the Bath" campaign struck both a serious and a humorous note. In magazine color pages a bathroom interior showed a conventional advertising Adonis in his bath-robe, spilling mustard into the tub. Considerable space was devoted to reproducing the "Bath Mustard" container, which is of a decorative nature and entirely divorced from the slightest resemblance to the can used for table mustard. This product was also featured in small space advertisements illustrated with pen and ink cartoons dealing with outdoor sports. One of these—captioned "After Rugger"—said: "Some may play footer and some may play hockey, but the real feeling of fitness comes from the Mustard Bath at the end of the day's exercise." The sketch showed two football players carrying from the field a third who had been rendered *hors de combat*.

The Mustard Club copy was unsigned, but the secondary campaign bore the signature of J. and J. Colman, Ltd., Norwich, the leading firm in the combine, the founder of which maintained that he made his money from the mustard people left on their plates.

C. W. Myers New Speakers' Bureau Head

C. W. Myers, trade relations director, Armour & Co., Chicago, has been appointed chairman of the speakers' bureau of the International Advertising Association. E. D. Gibbs, former chairman, is now heading the program committee for the Denver convention.

The South and the Cotton Situation

[CONTINUED FROM PAGE 25]

one-third of the total land area of the United States. There are 2,872,814 theoretical farms in the eleven Southern cotton States, most of which produce some cotton. Getting a sufficient number of these growers into an organization or a group of organizations to have control of the marketing of a sufficient number of bales to control the price, is a task that requires years to accomplish. Quite a different problem from that on the Pacific Coast where organized marketing and advertising of finished farm products has become highly developed. There are only 265,588 farms in the three States, Washington, Oregon and California. What has been accomplished thus far on the Pacific Coast was born of just such a situation as confronts the cotton growers today; production beyond normal consumption.

The present cotton situation doubtless will have a beneficial effect in bringing other unorganized growers into the fold of the cooperative associations. The next step, logically, will be the formation of a council of cotton cooperatives from each State and possibly the advertising of cotton products from the growers' standpoint will follow.

Germany Advertises Its Police

[CONTINUED FROM PAGE 21]

fight against crime and for the protection of law and order.

Although this campaign is backed directly by the police themselves, and although its direct purpose is the advertising of an exposition, there is no mistaking its spirit. That this spirit has spread from the altruistic action of a private individual to the official action of an organized government body, is an interesting sociological commentary upon the tremendous power of advertising.

Agate Club of Chicago Elects Officers

AT the thirty-second annual meeting of the Agate Club of Chicago, the following officers were elected for the year 1927:

President, Richard C. Chapeck, *McCall's Magazine;* vice-president, Robert W. Richardson, The Quality Group; secretary, Frederick P. Ives, The Crowell Publishing Co.; treasurer, Happer Payne, *Good Housekeeping;* assistant secretary, George W. Quigley, *Photoplay Magazine.*

The Agate Club, founded in 1894, is the oldest advertising club in the United States. The membership is limited and includes only representatives of publications of general circulation having offices in Chicago.

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$453,000,000 Bond Market Reached By Detroit News



APPROXIMATELY 85% of bond purchasers are buying in small lots ranging from $100 to $5,000, says Dwight W. Morrow of J. P. Morgan & Co. in a recent issue of Foreign Affairs. This shows a trend that financial advertisers may well consider. The field of the average man is now ready for exploitation. And Detroit is uniquely such a field. 27% of the families live in their own homes. The per family savings in Detroit is $1,076. Multiply this by 375,000 homes in the Detroit trading area and you have a $453,000,000 bond market among Detroit News readers.

For all these people can best be reached through the Detroit News which goes into practically every English speaking home at a time when Mr. Average Man has the leisure to decide on financial projects.

The Detroit News

The HOME newspaper

350,000 Sunday Circulation ***320,000 Weekday Circulation***

The NEWS DIGEST

A complete digest of the news of advertising and selling is here compiled for quick and convenient reference ☞ The Editor will be glad to receive items of news for inclusion in this department ☞ Address ADVERTISING AND SELLING, Number Nine East Thirty-eighth Street, New York City

CHANGES IN PERSONNEL

Name	*Former Company and Position*	*Now Associated With*	*Position*
S. M. Kinney	The Curtis Publishing Co., Philadelphia *Adv. & Sales Dept.*	Berkey & Gay Furniture Co., Grand Rapids, Mich.	*Sales Mgr.*
George F. Goldsmith	The "Public Ledger" Co., Philadelphia *Adv. Dir.*	Experimenter Pub. Co., Inc., New York	*Adv. Dir.*
Chester E. Campbell	"Chicago Tribune," *Western Rep., Eastern Division*	Same Company	*Mgr., Eastern Division*
Granger C. Lederer	Case-Hoyt Corp., Rochester, *Vice-Pres.*	Resigned	
Shelton P. Hubbard	The Quality Group, New York	Topics Pub. Co., New York	*Acc't Executive*
Robert V. Titus	"Brooklyn Daily Eagle," *Adv. Dir*	Certified Garages of America Ass'n, Inc., N. Y.	*Pres.*
John E. Zeltzer	The Curtis Co., New York *Adv. & Sales Pro. Mgr.*	Brown Adv. Agcy., Inc. New York	*Co-Director, New Acc'ts Dept.*
M. B. Urquhart	Keystone Lubricating Co., Philadelphia *Northwestern Mgr.*	Philadelphia Grease Co. Phila.	*Western Mgr.*
R. S. Rimanoczy	The McMyler Interstate Co., Bedford, Ohio *Adv. Mgr.*	The Bayless-Kerr Co Cleveland	*Copy*
N. H. Boynton	Buckeye Div., National Lamp Works Cleveland, *Gen. Mgr.*	Same Company	*Ass't Gen. Sales Mgr.*
Samuel M. Kootz	George L. Dyer Co., New York	Reimers & Osborn, Inc. New York	*Contact Rep.*
C. B. Gray	Buckeye Div., National Lamp Works Cleveland, *Ass't Gen. Mgr.*	Same Company	*Gen. Mgr.*
Dorothy M. Williams	United Adv. Agcy., Inc., New York *Chief of Space Buying Dept.*	Same Company	*Sec'y*
T. K. Quinn	National Lamp Works of Gen. Elec. Co. Cleveland, *Ass't Gen. Sales Mgr.*	Same Company, Electrical Refrigeration Dept.	*Mgr.*
P. B. Zimmerman	National Lamp Works of Gen. Elec. Co. Cleveland, *Pub. Mgr.*	Same Company, Electrical Refrigeration Dept.	*Sales Mgr.*
John A. Stiehler	Hanff-Metzger, Inc., New York, *Ass't Art Dir.*	Morgan & Bierwirth, Inc. New York	*Illustrator*
Norman Kendall	"The Scientific American," New York	Butterick Publishing Co. New York	*Rep. for "Delineator"*
T. W. Towler	"Cosmopolitan," New York, *Member of Western Staff, Chicago*	Ruthrauff & Ryan, Inc. New York	*Acc't Executive*
R. K. Jorgenson	Collins-Kirk, Inc., Chicago	Austin F. Bement, Inc. Detroit	*Executive Staff of Chicago Office*
B. B. Popell	Crosby-Chicago, Inc., Chicago, Ill. *Copy Writer*	Illinois Tool Works, Chicago	*Adv. Mgr.*
George J. Healy	Onyx Hosiery, Inc., New York, *Sales Mgr.*	Combine Hosiery Corp. New York	*Pres.*
E. C. Van Winkle	Sweet-Orr & Co., Inc., New York	Same Company	*Vice-Pres. in Charge of Purchasing*
Royce Martin	Amesbury Adv. Agcy., Minneapolis *Acc't Executive*	W. B. Foshay Co. Minneapolis	*Adv. Dept.*
J. W. Hays	"Commercial Appeal," Memphis, Tenn. *Business Mgr.*	Resigned	
L. J. Blakely	Columbia Gas & Electric Co., New York *Ass't Pub. Mgr.*	The Cincinnati Art Pub. Co., Cincinnati	*Adv. & Sales Pro. Mgr.*
Harold Bugbee	Walter B. Snow & Staff, Inc., Boston	Same Company	*Vice-Pres.*
C. Hecker	"Rocky Mountain News & Times," Denver, Colo., *Adv. Dir.*	"Times-Union," Albany	*Adv. Dir.*
T. W. Burroughs	Daken Adv. Agcy., Inc., Seattle, Wash. *Art Dept.*	"College Humor," Chicago	*Art Dir.*
G. W. Freeman	Doremus & Co., New York, *Acc't Executive*	Griffin, Johnson & Mann, Inc., New York	*Acc't Executive*
Norman Markwell	Hommann & Tarcher, Inc., New York *Acc't Executive*	The Paul Cornell Co., Inc., New York	*Vice-Pres.*
Roy E. Irvin	"Sales Management," Chicago, *Associate Editor*	The F. W. Bond Co. Chicago	*Acc't Executive*
W. A. Humphrey	Massengale Adv. Agcy., Atlanta, Ga. *Acc't Executive*	Cotton States Adv. Agcy. Atlanta	*Vice-Pres.*
Basil T. Church	The Capper Farm Press, Chicago	"The Nation's Business" Washington, D. C.	*Chicago Adv. Staff*
Wm. J. Colby	The Ass'n Press, New York	"Christian Century," Chicago	*Adv. Mgr.*
D. F. Sullivan	Endicott-Johnson Corp., Endicott, N. Y. *Ass't to Adv. Mgr.*	Same Company	*Adv. Mgr.*
Philip H. Hubbard	Chemical Catalog Co., Inc. and the Pencil Points Press, Inc., Chicago, *Adv. Rep.*	"Pencil Points" New York	*Adv. Mgr.*

THE DEVELOPMENT OF A NEW INDUSTRY

of a series—the SECOND



Sugar and Rubber—different but part of one market for you

BY THEIR fruits ye cannot know them. By their products the Process Industries could never be identified.

For you will find these products as diverse as the ends of the earth—candy and paint, cement and glass, salad oil and leather—yet by identical processes you will find them linked together, speaking the same tongue.

Production problems therefore, are of kindred interest in the Process Industries. Whether in conveying lime or leather, or in heating sugar or soap, equipment, labor, power or any other production factor involved in converting raw materials into finished products is of vital common import to the man responsible for final costs—the Chemical Engineer.

Have you stopped to evaluate this tremendous field as a market for your products?

If so, you have found 22.6% of all capital invested in these industries and a production of 17% of all products manufactured. By these yardsticks you'll agree that it's vital to have an entree to these industries, and to the production men who buy the equipment which makes such production total possible.

You can send your sales message straight to your prospects and buyers through the advertising pages of their technical paper—*Chemical & Metallurgical Engineering.*

CHEMICAL
& METALLURGICAL
ENGINEERING

A McGraw-Hill Publication

Tenth Avenue at 36th Street, New York, N. Y

Advertising & Selling · The NEWS DIGEST · Issue of Jan. 12, 1927

CHANGES IN PERSONNEL (*Continued*)

Name	Former Company and Position	Now Associated With	Position
G. H. Voelker	The Celluloid Co., New York	Primrose House, New York	*Sales Mgr.*
D. R. Osborne	The Todd Co., Inc., Rochester, N. Y. *Adv. Mgr.*	The Studebaker Corp. of America, Inc., So. Bend, Ind.	*Dir. of Training*
John Pearl	The Namm Store, Brooklyn, *Adv. Dept.*	H. Batterman Co. Brooklyn, N. Y.	*Ass't Adv. Mgr.*
W. E. Hawkins, Jr.	R. M. Hollingshead Co., *Brooklyn Branch Mgr.*	Doyle, Kitchen & McCormick, New York	*Merchandising Advisor*
E. H. Stewart	Carnation Milk Products Co., Oconomowoc, Wis. *Vice-Pres.*	Same Company	*Executive Vice-Pres.*
W. S. Parker	"Press," Memphis, Tenn., *Adv. Staff*	"Post," Birmingham, Ala.	*Adv. Mgr.*
S. C. Berberick	"Household Magazine," Topeka, Kans.	"Capper's Weekly," Chicago	*Western Adv. Mgr.*
M. Stanley	Fafnir Bearing Co., New Britain, Conn. *Vice-Pres.*	Same Company	*Pres.*
D. M. Linton	The Geyer Co., Dayton, Ohio	O-Cedar Corp., Chicago	*Adv. Mgr.*
E. H. Cooper	Fafnir Bearing Co., New Britain, Conn., *Pres.*	Same Company	*Chairman of the Board*
E. R. Carter	Fafnir Bearing Co., New Britain, Conn. *Ass't Sec'y*	Same Company	*Vice-Pres.*
R. N. Hemenway	Fafnir Bearing Co., New Britain, Conn. *Ass't Sec'y*	Same Company	*Vice-Pres.*
A. B. Dicus	Stewart-Warner Speedometer Corp., Chicago *Adv. and Sales Pro. Dept.*	Same Company	*Adv. Mgr.*
H. H. Wright	The Roche Adv. Co., Chicago	Williams & Cunnyngham Chicago	*Copy*
G. W. Hasselman	"Tribune," La Salle, Ill., *Editor*	Williams & Cunnyngham Chicago	*Copy*
C. W. Matheson	Oakland Motor Car Co., Pontiac, Mich.	Kelvinator Corp., Detroit, Mich.	*Vice-Pres. & Dir. of Sales*
W. R. Pollock	The Fairchild Publications, New York, *Adv. Dept.*	Williams & Saylor, Inc. New York	*Vice-Pres.*
K. MacIntyre	Williams & Saylor, Inc., New York, *Ass't Treas.*	Same Company	*Treas.*
G. Garrison	Tom Jones Co., Grand Rapids, Mich.	C. C. Cargill Co., Grand Rapids	*Sales Staff*
J. Mills	The American Ammone Co., New York *Ass't Sales Mgr.*	Three-in-One Oil Co., New York	*Sales Pro. Mgr.*
Kenneth Collins	R. H. Macy & Co., New York	Fuller & Smith, Cleveland	*Service Mgr.*
D. F. Wolfe	H. D. Goodwin, Inc., Rochester	Fred'k A. Spolane Co. New York	*Copy*
M. J. Adler	James J. Rothschild, New York, *Contact Man*	The Joseph Katz Co. Baltimore	*Copy*
B. A. Doane	The Walter A. Allen Agcy., Inc., Hartford, Conn.	Same Company	*Sec'y*
George L. Briggs	Wilkening Manufacturing Co., Phila., *Sales Mgr.*	Same Company	*Vice-Pres. in Charge of Sales*
Robert Lusk	The Blackman Co., New York	Fuller & Smith, Cleveland	*Member of Service Dept.*
F. R. Schwengel	Lord & Thomas and Logan, Chicago	Carroll Dean Murphy Inc., Chicago	*Vice-Pres.*
C. C. Baldwin	Eastman, Scott & Co., Atlanta, Ga.	J. M. Daiger & Co., Inc.	*Copy*
M. E. Phillips	The Buzza Co., Minneapolis, *Ass't Adv. Mgr.*	Brown-Blodgett Co., St. Paul	*Adv. Staff*
Carolyn E. M. Irwin	The Curtis Publ. Co., Phila.	Cilley & Sims, Inc., Phila.	*Copy*
Arthur T. Covey	The Richardson Co., Cincinnati	The Richardson Co.	*Vice-Pres.*
J. E. Middleton	M. C. Mogensen & Co., Inc., Chicago *Chicago Mgr.*	Lindenstein-Kimball, Inc., New York	*Mgr., Chicago Office*
Edwin O. Syman	The Chicago "News"	"The Cleveland Press"	*Mgr. of Classified Adv.*
A. Richard	Ipswich Mills, Ipswich, Mass., *Sales Mgr.*	Same Company	*Treas.*
S. G. Swanberg	Mitchell-Faust Adv. Co., Inc., Chicago *Vice-Pres.*	Botsford-Constantine Co., Portland, Ore.	*Vice-Pres. in Charge of California Acc'ts*
George W. Douglas	Onyx Hosiery, Inc., New York	Combine Hosiery Corp. New York	*Vice-Pres.*
Clifton D. Jackson	Advertising Club, New York, *Sec'y*	John Wanamaker, New York	*Executive Staff of Gen. Mgr.*
Francis De Witt	Sherman & LeBair, New York, *Vice-Pres.*	Reimers & Osborn, Inc., New York	*Dir. of Creative Prod.*
Corwin C. Armstrong	"The Cleveland Press," *Mgr. of Classified Adv.*	"American & Evening News," Baltimore	*Mgr. of Classified Adv.*
J. T. Proctor	Sherman & LeBair, New York, *Copy Chief*	Same Company	*Vice-Pres.*
Donald L. Parker	Fairview Nurseries, Geneva, N. Y. *Sales Mgr.*	The Holmes & Edwards Silver Co., Meriden, Conn.	*Ass't to Sales Mgr.*
G. M. McCulloch	Stewart-Warner Speedometer Corp., Chicago *Adv. Mgr.*	Charles H. Touzalin Adv. Agcy., Chicago	*Copy & Contact*
Howard H. Imray	United States Adv. Corp., Toledo, Ohio	Eastman Kodak Co., Rochester, N. Y.	*Adv. Mgr.* (Effective *Jan.* 17)

The New York Times
1926 RECORDS

	1926	1925
Net Paid Circulation (copies)	144,800,579	140,993,363
Increase 3,807,216		
Average Daily Net Paid Sale (copies)	361,271	352,655
Increase 8,616		
Average Sunday Net Paid Sale (copies)	610,053	588,699
Increase 21,354		
Average Daily and Sunday Net Paid Sale (copies)	396,713	386,284
Increase 10,429		
Present Circulation...Daily 375,000 copies; Sunday 650,000 copies		
Advertising Space (agate lines)....	29,782,028	28,200,444
Increase 1,581,584		
Pages Printed 11,515,989,216		9,956,841,104
Increase 1,559,148,112		
Paper Consumed (pounds)	185,933,257	160,230,072
Increase 25,703,185		
Ink Consumed (pounds)	3,884,480	3,324,933
Increase 559,547		

The New York Times

THE NEW YORK TIMES accepts no returns of unsold copies from newsdealers.

The record volume of advertising in THE TIMES (nearly 11,000,000 lines greater than any other New York newspaper) was attained despite a censorship which excluded hundreds of thousands of lines of advertising offered.

Advertising & Selling · The NEWS DIGEST · Issue of Jan. 12, 1927

CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS

Name	Address	Product	Now Advertising Through
Haag Bros. Co.	Peoria, Ill.	"Haag" Electric and Power Washing Mach.	Austin F. Bement, Inc., Detroit and Chicago
Robert Reis & Co	New York	Knit Goods	Erwin Wasey & Co., New York
Elgin A. Simonds Co	Syracuse, N. Y.	Furniture	R. E. Sandmeyer & Co., Chicago
Peter Henderson & Co	New York	Seeds	Scheck Adv. Agcy., Inc., Newark, N. J.
Manual	New York	Beauty Products	T. L. McCready, New York
Alfred A. Kohn, Inc.	New York	Shoes	Brown Adv. Agcy., Inc., New York
I. J. Fox, Inc.	New York	Furs	Brown Adv. Agcy., Inc., New York
Rexbilt Furniture Co., Inc.	New York	Upholstered Furniture	Brown Adv. Agcy., Inc., New York
J. L. Clark Mfg. Co.	Rockford, Ill.	Lithographed Tin Cans and Boxes	Hurja-Johnson-Huwen, Inc., Chicago
Abercrombie & Fitch Co.	New York	Sporting Goods	The Frank Presbrey Co., New York
Soap Distributors, Inc.	New York	Conti Castile Soap and Shampoo	Edwards, Ewing & Jones, Inc., New York
Erie Steel Construction Co.	Erie, Pa.	Aggremeter Plants & Buckets	Paul Teas, Inc., Cleveland
The Perrin Glove Co., Inc.	New York	Gloves	Lyddon & Hanford Co., New York
The J. E. Mergott Co.	Newark, N. J.	Handbag Frames	The Lawrence Fertig Co., Inc., New York
Parkway Mfg. Co	Buffalo, N. Y.	Women's Dresses	Weinstock, Landsheft & Buck, Inc., Buffalo
Central Paper Co.	Menasha, Wis.	Gummed Tape, Shelf & Waxed Household Papers	Hurja-Johnson-Huwen, Inc., Chicago
The Thew Shovel Co.	Lorain, Ohio	Shovels	The Powers-House Co., Cleveland
The Marion R. Gray Co	Los Angeles	"Grayco" Shirts	Botsford-Constantine Co., San Francisco
The Carthage Machine Co	Carthage, N. Y.	Paper Mill Machinery	Walter B. Snow & Staff, Inc., Boston
Ames Shovel & Tool Co	Boston	Machinery	Walter B. Snow & Staff, Inc., Boston
The Spillman Engineering Corp.	No. Tonawanda, N. Y.	Amusement Park Devices	J. Jay Fuller, Buffalo
Cohn-Hall-Marx	New York	Textiles	The Paul Cornell Co., Inc., New York
The A. E. Nettleton Co.	Syracuse, N. Y.	Shoes	Pedlar & Ryan, Inc., New York (Effective Feb. 1)
Globe Ticket Co.	Philadelphia	Tickets	The Eugene McGuckin Co., Philadelphia
Quaker City Cab Co.	Philadelphia	Transportation	The Eugene McGuckin Co., Philadelphia
Lorraine Mfg. Co.	New York	Cotton, Silk & Wool Fabrics	Albert Frank & Co., New York
United Hardware & Tool Corp.	New York	"Pyrometers"	O. S. Tyson & Co., Inc., New York
Benidict Metal Works, Inc.	New York	Metal Caps for Bottles	The Dauchy Co., New York
The Challenge Co	Batavia, Ill.	Industrial Machinery	Reincke-Ellis Co., Chicago
The Barbour Welting Co.	Brockton, Mass.	Stormwelt for Shoes	John W. Queen Co., Boston
The Briar Hill Stone Co	Glenmont, Ohio	Sandstone	The Nichols-Evans Co., Cleveland
The Bye-Thompson Co	Tacoma, Wash.	"Moon" & "Diana" Auto. Distributors	McKay Adv. Co., Seattle
The Timken-Detroit Axle Co	Detroit	Axles	Williams & Cunnyngham, Chicago
The Baer & Wilde Co	Attleboro, Mass.	"Kum-a-Part" Cuff Buttons	N. W. Ayer & Son, Boston
Spaulding Fibre Co., Inc.	New York	Fibre Receptacles	Hazard Adv. Corp., New York
The National Mortar & Supply Co.	Pittsburgh, Pa.	Building Materials	Ketchum, MacLeod & Grove, Inc., Pittsburgh
The Kiskimnetas Spring School	Saltsburg, Pa.	School	Ketchum, MacLeod & Grove, Inc., Pittsburgh

NEW PUBLICATIONS

Name	Published by	Address	First Issue	Issuance	Page Type Size
"New Textiles"	New Textiles, Inc.	154 Nassau St., New York	Dec. 15, 1926.	Bi-Monthly.	7½ x 10½
"Direct Selling"	Direct Selling Pub. Co.	358 Fifth Ave., New York	Jan. 25. 1927.	Monthly	3¾ x 7

NEW ADVERTISING AGENCIES AND SERVICES, ETC.

Warner Advertising	3037 Book Tower, Detroit, Mich.	Advertising	Clifford T. Warner
Henry W. Strotter	721 Lafayette Bldg.	Advertising	Henry W. Strotter
Haptograph, Inc.	Worcester, Mass.	Advertising	Linwood M. Erskine; H. E. Silver, and Ora W. Newell
Potts & Booth	Shreveport, La.	Advertising	Leon L. Booth and Hugh S. Potts

PUBLICATION CHANGES AND APPOINTMENTS

"Independent," Maysville, Ky. — Appoint S. C. Theis Co., New York, as their National Advertising Representative.
"Courier" and "Morning Post," Camden, N. J. — Appoint Story, Brooks & Finley, as their National Advertising Representatives.
"Transcript" and "Telegram," Holyoke, Mass. — Have been merged into the "Transcript-Telegram."

Published monthly, supplemented with bulletins, and covers daily newspapers, farm papers, general magazines and business papers

To Select the Proper Advertising Mediums

you need

STANDARD RATE & DATA SERVICE

It gives up-to-the-minute information on rates, discounts, color and cover charges, special positions, classified advertising and reading notices, closing dates, page and column sizes—and circulations on publications in the United States and Canada.

The rate cards and circulation statements are practically duplicated and placed in one convenient volume.

USE THIS COUPON

Special 30-Day Approval Order

STANDARD RATE & DATA SERVICE,
536 Lake Shore Drive,
Chicago, Illinois.

.....192.....

GENTLEMEN: You may send to us, prepaid, a copy of the current number of Standard Rate & Data Service, together with all bulletins issued since it was published for "30 days" use. Unless we return it at the end of thirty days you may bill us for $30.00, which is the cost of one year's subscription. The issue we receive is to be considered the initial number to be followed by a revised copy on the tenth of each month. The Service is to be maintained accurately by bulletins issued every other day.

Firm Name ..... *Street Address* .....

City ..... *State* .....

Individual Signing Order ..... *Official Position* .....

Advertising & Selling • The NEWS DIGEST • Issue of Jan. 12, 1927

PUBLICATION CHANGES AND APPOINTMENTS (*Continued*)

"News-Gazette," Champaign, Ill.....Has appointed Alcorn & Seymour Co., Inc., New York, as its Eastern Advertising Representative.
"Sacramento Union," Sacramento, Cal.....Has appointed the Wm. J. Morton Co., New York, as its Eastern Advertising Representative.
"Times-Press," Middletown, N. Y. .....Has been purchased by E. R. Harriman from the Stivers Printing Co.
"Daily Tribune," Seymour, Ind. .....Has been sold by J. C. Smith to John H. Comer
"Morning Republican," Springfield, Mo. ....Has been sold by E. E. McJimsey to Edson & Joel Bixby, publishers of the "Muskogee Phoenix" and "Times Democrat," Muskogee, Okla.
"Herald," Fremont, Neb.....Has been sold by the Perkins Printing and Stationery Company to O. B. Cooper.
"Times-Enterprise," Union City, Pa.....Has been sold by the Times Enterprise Publishing Company to William Rose and Harry Merrit.
"Gazette," Brookfield, Mo.....Has been sold by A. H. Fulton to W. E. Todd.
"Journal," Garretsville, Ohio.....Has been sold to H. L. Harrington and A. J. Culler by D. G. Myers.
"Sun," Pittsburg, Kan.....Has been sold by John H. and W. G. Strong to Roy F. Bailey and R. J. Laubengayer.

MISCELLANEOUS

Charles W. Hoyt Co., Inc., New York.....Announces the opening of a Metropolitan Department to serve department stores, specialty shops, publishers and real estate houses. Edmund Brooks Dascomb is in charge.
The Celoron Co., a division of the Diamond State Fibre Co., Bridgeport, Pa..Has been formed for the manufacture and sale of Celoron electrical insulation products.
The Harry C. Michaels Co., New York.....Name changed to Michaels & Heath, Inc.
Advertising
Barney & Co., and Worley & Dietrich, Buffalo..Have merged.
advertising agents
Austin F. Bement, Inc., Detroit, advertising agency...Announces the opening of a Chicago office at 456 Wrigley Bldg. Claire C. Loveless will be in charge.
The A. J. Reach Co., Philadelphia, and the Wright & Ditson Victor Company, New York, sport goods manufacturers....Have merged, the company name being A. J. Reach, Wright & Ditson, Inc.
William Peterman, Inc., New York.....Has purchased the Colonial Chemical Corp., Reading, Pa.
Insecticide Manufacturer
Palmolive Co., Chicago, and Peet Bros. & Co., Kansas City.....Have merged into the Palmolive-Peet Co.
James M. Segl, Philadelphia, Advertising.....Name changed to Advertising Counsellors, Inc.
The Globe-Wernicke Co., Cincinnati, and the Rand Kardex Bureau, Inc., Cambridge, Mass..Have assumed separate management, independent of each other.
Cotton States Advertising Agency, Atlanta, Ga. .....Name changed to Gottschaldt-Humphrey, Inc.
The Flintkote Co., Boston .....Has acquired the roofing business of the Richardson Company, Cincinnati.
Old King Cole, Inc., Displays, Canton, Ohio..Has opened a New York office at 1465 Broadway.
Henri, Hurst & McDonald, Chicago.....Will open a Buffalo office on January 12. L. E. Swinhart will be in charge.
Advertising Agency

CHANGES IN ADDRESSES

Advertising Agencies and Services, Publications, etc.

Name	*Business*	*From*	*To*
"Florida Farmer"	Publication	10 No. Newman St., Jacksonville, Fla.	1451 Forsyth St., Jacksonville, Fla.
"Chemical Engineering Catalog"	Publication	19 West 24th St., New York	419 Fourth Ave., New York (Effective Feb. 1)

DEATHS

Name	*Position*	*Company*	*Date*
Henry Butler Rollinson	*Publisher*	"The Rahway Record," Rahway, N. J.	Jan. 7, 1927

Read by More Than Four Out of Five Milwaukee Families!

$35,000,000 to Fill Milwaukee's Stocking

THE thirty-five million dollars spent by the people of Greater Milwaukee during the 1926 Christmas shopping season is proof of the widespread prosperity in this market.

Milwaukee's Christmas shopping bill, however, is not out of proportion with purchases made during other seasons of the year. The buying power of the rich and stable Milwaukee-Wisconsin market is maintained at a consistently high level by Milwaukee's leadership in diversity of industry and Wisconsin's leadership in value of dairy products.

National advertisers in all lines have an exceptional opportunity to build profitable new business here in 1927. The Milwaukee Journal *alone* thoroughly covers this market, producing a maximum volume of business at the lowest possible advertising cost per sale.



A $500,000,000 Annual Pay Roll

The enormous sum of $500,000,000 is distributed annually among Milwaukee workers engaged in all lines of endeavor.

More than four out of every five of these people read The Milwaukee Journal regularly. This newspaper exerts a powerful influence on their buying habits.

Concentrate your advertising here and get your share of the business which Milwaukee's payroll of $500,000,000 creates.

THE MILWAUKEE JOURNAL

FIRST BY MERIT

More Than Three Quarters of a Million Wisconsin Readers!

BUILDING SUPPLY NEWS

Member: A. B. C. and A. B. P.

WHETHER you sell something that goes into the construction or maintenance of any kind of a building; or, whether you sell a piece of machinery that can be profitably used in the handling or distribution of building supplies, Building Supply News can help you with your selling problems for it covers the field of building supply dealers.

"Edited for the Merchant of the Building Industry"

INDUSTRIAL PUBLICATIONS, Inc.

407 South Dearborn Street
CHICAGO

Cleveland

New York

NEWS and comment about The Chicago Tribune, *zone marketing, advertising, and Chicagoland . . . . prepared by the* Chicago Tribune *Business Survey.*

Business Insurance....Speed and the pictorial age.....Circulation has something beside figure.....Mid Victorian Monstrosities Nikko Cheyne.....A problem solved.

World's Greatest Newspaper

What is the Greatest Stabilizing Force in American Business?

"Advertising is the greatest stabilizing force in American business. It is the power that makes mass production possible. Advertising is a practical form of business insurance. It is rapidly eliminating big fluctuations in sales that have in the past been a dangerous factor in most businesses.

"Reports from many advertisers show that their selling costs are today by far the lowest in their history."

—E. T. Hall
Ralston Purina Company



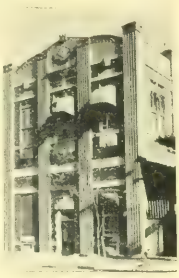
John T. McCutcheon
Dean of American Cartoonists

SPEED! The day demands it. Study the crowds, careening through city canyons. Follow the flight of the airman. Time the hurtling train, the salesman, the housewife, the child! Hours are crowded. "The day is so short. So much to do and so little time." . . The golden hours of leisure and relaxation, the moods of calm speculation, are gone . . . . Into our reading the tempo penetrates. Daily, weekly and monthly the floodgates pour out their millions of pages. The reader is lashed to greater speed. . . . .

And pictures speak swifter than words! . . .

This is the Pictorial Age . . . . . and Rotogravure is the finest pictorial selling . . . . Rotogravure gives greater impetus to the use of pictures. Newspapers adopted the new process, not primarily to sell advertising, but to build circulation. News pictures printed in Rotogravure won and held readers amazingly. The Chicago Tribune, pioneer in newspaper rotogravure, considers it an important factor in doubling Tribune circulation during the past ten years.

. . . . . What better place for pictorial selling than in the Rotogravure Sections of the Chicago Tribune. Here the advertiser is offered the advantage of preferred position, dignified display, and fine presentation of his copy. . . . . AND circulation . . . . . Chicago Tribune Rotogravure reaches 60% of the families in 1,151 towns and cities in the states of Illinois, Indiana, Iowa, Michigan and Wisconsin!



Here is the new office of The Chicago Tribune in Tokyo, Japan. The entire second floor will be used by The Tribune. Roger Matheson, Tribune correspondent in Japan, will make this his headquarters.

* * *

Is Circulation Simply a Figure?

WE notice an unusual amount of discussion of the quality of circulation. Heretofore it has been considered much like the quality of mercy—quite intangible.

But now we see the publishers of the better newspapers trying to eliminate predate and "bulk sale" circulation from ABC figures. And advertising men are admitting some fault in gazing soulfully upon the figure of circulation rather than giving it any credit for its innate purity.

So we find Sunday papers published more than a week in advance and distributed far beyond the boundaries of their natural markets. And predate evening papers, followed by numerous editions throughout the morning and early afternoon. Does anyone know where these newspapers go, or what is the value of this premature circulation?

The Chicago Tribune, believing the quality of its circulation to be a great asset and a great help in selling merchandise, has spent large sums in getting information about its circulation. These Tribune circulation figures are available:

Circulation in Chicago divided into 45 districts.
Circulation in Chicago's suburban area—40 mile radius.
Circulation by states.
Circulation by counties in the five states of The Chicago Territory.
Circulation in every city and village in the five states.
Circulation by mail.
Circulation in relation to rentals in Chicago.
Circulation in relation to nationalities in 45 Chicago districts.
Circulation in relation to retail stores in Chicago.
Circulation in relation to good, fair and poor counties in Zone 7.

* * *

Mid Victorian Monstrosities

THOSE of us who were born before the beginning of the present century, have some recollection of a peculiar looking old place we called our boyhood home. If we were moderately prosperous in some small city, the homestead probably was a Mid-Victorian monstrosity with turrets and towers and scrolls and brackets and corner porches. If we were poor the knick nacks were omitted.

Times have changed. The greatest change is now taking place. And The Tribune's competition for designs for homes will have an influence on the beauty of homes in The Chicago Territory greater than anything that has ever happened heretofore. Change in wealth made the change.

Winning designs are being published in The Sunday Tribune. 841 plans have been submitted for five and six room houses. The Tribune's prizes for the best designs total $7,500.

Space in the section containing these designs will be of extraordinary value to manufacturers of building materials. There never before has been an opportunity to reach so many interested persons in any single market.

* * *

LIEUT. ROLAND PERTWEE—*painter at 17, studying in Paris . . . abandoned the canvas for the London stage . . . met with success as an actor . . . started writing backstage . . . continued in this, his favorite occupation, while with the allied armies in France. Author of "The Old Card," "The Singing Wells," "Treasurer Trail," "The Romance of Nikko Cheyne," which began this month in The Tribune, is the latest, and, we think, the greatest novel he has written.*



* * *

It is no longer a problem in The Chicago Territory

A writer in Sales Management says:

"It is always a problem to get distribution which will give the consumer who is influenced by the advertising, an opportunity to buy the product. But without advertising, it is difficult to obtain distribution. This problem for the inexperienced company may seem as difficult of solution as the old time question as to what happens when an irresistible force strikes an immovable object! It is easy enough to say, 'We can't get distribution before we advertise, and there is no need to advertise unless we have distribution'."

This problem has been solved so definitely and satisfactorily by The Chicago Tribune that many advertisers have given us stories of their unusual success in getting distribution before advertising starts. If there are any manufacturers who do not know about this basic idea back of all Tribune advertising, a Tribune man will be pleased to give details. **Pop Toop**

Advertising & Selling

PUBLISHED FORTNIGHTLY



Courtesy of Lambert Pharmacal Company

JANUARY 26, 1927 15 CENTS A COPY

In this issue:

"What Is Wrong with My Advertising?" By JOHN ALLEN MURPHY; We Found New Jobs for Our Salesmen" By G. H. CLEVELAND; "Wanted: More Variety in the Advertising Pages" By EARNEST ELMO CALKINS; "Marketing Building Materials" By ALBERT E. MUDKINS; "The News Digest" on Page 95

The GREATEST of ALL Years in the History of THE CHICAGO DAILY NEWS

In 1926 The Chicago Daily News published:

—The greatest volume of advertising ever carried by a Chicago daily newspaper (21,811,512 agate lines), a gain of 1,328,204 lines over 1925.

—A larger volume of display advertising, a greater number of classified advertisements, than were printed by any other Chicago daily paper.

—A volume of department store advertising exceeding the totals of the next THREE daily papers combined.

In these facts there is a pertinent message from the advertisers of 1926 to the advertisers of 1927—an unmistakable measure of the results obtained by advertisers in The Chicago Daily News.

Here is detailed testimony to the confidence of advertisers in The Chicago Daily News, as shown in the accompanying statement of Chicago department store advertising, representing as it does the verdict of Chicago's most exacting and experienced advertisers. It is decisive evidence for all advertisers.

TOTAL DEPARTMENT STORE ADVERTISING IN CHICAGO FROM JANUARY 1 TO DECEMBER 31, 1926

IN "THE LOOP"

	The Daily News	Tribune Daily	Tribune Sunday	Herald-Examiner Daily	Herald-Examiner Sunday	Post	American	Journal	Total	Percentage to The Daily News
Boston Store	724,235	8,073	333,747	48,680	302,330	16,493	319,823	350,016	2,103,397	34.43
Carson Pirie Scott & Co.	440,407	591,484		196,204		148,927	181,461	70,852	1,629,335	27.03
The Fair	864,572	116,676	499,979	20,496	270,225	43,721	440,233	79,872	2,335,774	37.01
Marshall Field & Co.	575,623	559,070		363,523		356,489	386,020	341,823	2,582,548	22.29
Hillman's	562,911	8,996	244,489	2,400	84,851		19,248		922,895	60.99
Lester Building Stores	431,385	7,057	278,795	3,468	149,370	134	120,936	2,478	993,623	43.42
Mandel Brothers	479,854	464,587	297,123	33,579	110,021	107,031	109,080	168,865	1,770,140	27.11
Chas. A. Stevens & Bros.	67,505	285,637	91,884			10,607	25,695		481,328	14.02
The Davis Co.	1,254,028	266,078		191,928		47,580	530,372	153,867	2,443,854	51.31
Total Agate Lines	5,400,520	2,307,658	1,746,017	860,278	916,797	730,982	2,132,869	1,167,773	15,262,894	35.38
The Daily News Printed	3,092,862 more lines than the highest morning paper 3,267,651 more lines than the next highest evening paper 1,346,843 more lines than the highest daily and Sunday papers combined.						2,232,584 more lines than all morning papers combined 2,737,706 more lines than all Sunday papers combined 1,268,898 more lines than all other evening papers combined			

OUTSIDE "THE LOOP"

	The Daily News	Tribune Daily	Tribune Sunday	Herald-Examiner Daily	Herald-Examiner Sunday	Post	American	Journal	Total	Percentage to The Daily News
W. A. Wieboldt & Co.	606,000	17,803	146,718	31,159	90,248		282,548		1,174,476	51.60
Becker-Ryan & Co.	98,361		37,381	1,117	1,260		3,047		141,166	69.68
Corydon's	63,390								63,390	100.00
The H. P. W. Stores	7,318		16,265				7,314		30,897	23.69
E. Iverson & Co.	141,173				21,457				162,630	86.81
Klein Bros.	72,273		610				52,083		124,966	57.83
L. Klein	203,765	1,370	36,100	414	1,120		11,620		254,389	80.10
Loren Miller & Co.	32,486	1,659	10,419	17,523	2,565		7,062		71,714	45.30
Struve's	37,594								37,594	100.00
The 12th St. Store	203,226		27,118					131,760	362,104	56.12
Montgomery Ward & Co.	15,727	4,923	38,907		35,450		61,315	17,622	173,944	9.04
Madigan Brothers	19,055	4,923	57,008						80,986	23.53
Sears Roebuck Co.	139,355	897	81,638	4,116	53,014	228	94,177	20,192	393,617	35.40
Goldblatt Brothers	308			240	60				608	50.66
Larkin Store	850	150	4,243	150	352		152		5,895	14.42
Total Agate Lines	1,640,881	31,725	456,407	54,719	205,524	228	519,318	169,574	3,078,376	53.30
The Daily News Printed	1,986,162 more lines than the highest morning paper. 1,121,564 more lines than the next highest evening paper. 1,527,149 more lines than the highest daily and Sunday papers combined						1,554,437 more lines than all morning papers combined 978,950 more lines than all Sunday papers combined 951,761 more lines than all other evening papers combined			

TOTAL IN AND OUTSIDE "THE LOOP"

	The Daily News	Tribune Daily	Tribune Sunday	Herald-Examiner Daily	Herald-Examiner Sunday	Post	American	Journal	Total	Percentage to The Daily News
Total in "The Loop"	5,400,520	2,307,658	1,746,017	860,278	916,797	730,982	2,132,869	1,167,773	15,262,894	35.38
Total outside "The Loop"	1,640,881	31,725	456,407	54,719	205,524	228	519,318	169,574	3,078,376	53.30
Total of all Dept. Stores	7,041,401	2,339,383	2,202,424	914,997	1,122,321	731,210	2,652,187	1,337,347	18,341,270	38.39
The Daily News Printed	4,702,018 more lines than the highest morning paper. 4,389,214 more lines than the next highest evening paper. 2,499,594 more lines than the highest daily and Sunday papers combined.						3,781,021 more lines than all morning papers combined 3,716,656 more lines than all Sunday papers combined 2,320,457 more lines than all other evening papers combined			

Average Daily Net Paid Circulation for December, 1926, 426,885

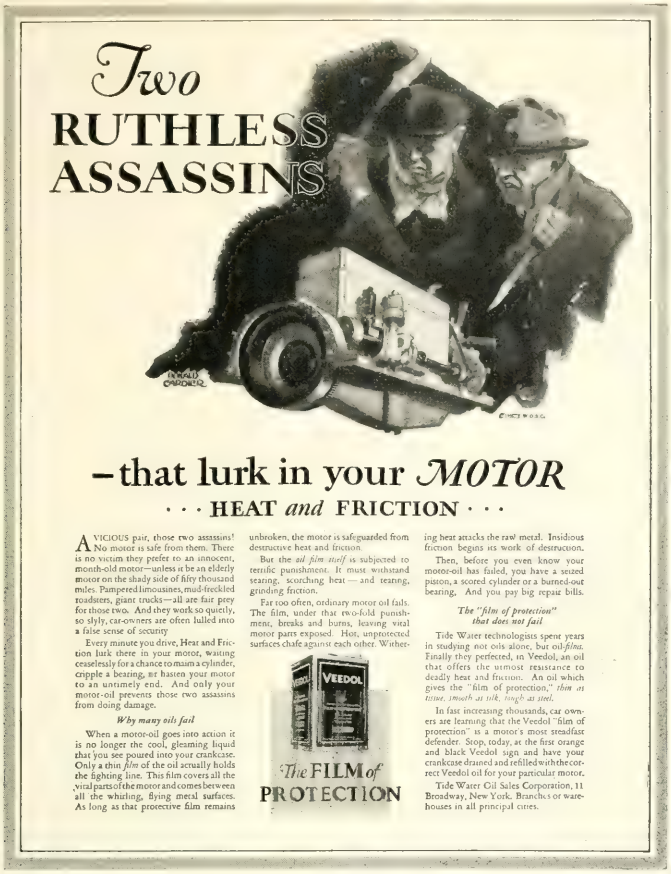
THE CHICAGO DAILY NEWS

First in Chicago

Advertising Representatives:

NEW YORK	CHICAGO	DETROIT	SAN FRANCISCO
J. B. Woodward 110 E. 42nd St.	Woodward & Kelly 360 N. Michigan Ave.	Woodward & Kelly Fine Arts Building	C. Geo. Krogness 253 First National Bank Bldg

Published every other Wednesday by Advertising Fortnightly, Inc., 9 East 38th St., New York, N. Y. Subscription price $3.00 per year. Volume 8, No. 7. Entered as second class matter May 7, 1923, at Post Office at New York under Act of March 3, 1879.



An advertisement prepared for the Tide Water Oil Sales Corporation

Advertising's best sellers

The man in the street doesn't get excited about philosophy, But call it "The Story of Philosophy," people it with human, lively characters and you have—a best seller.

The man in the street doesn't give a thought to bacteriologists. But call them "Microbe Hunters," make them adventurers, and you have—a best seller.

The man in the street doesn't care about biology. But call it "Why We Behave Like Human Beings," write it in popular newspaper fashion, and you have—a best seller.

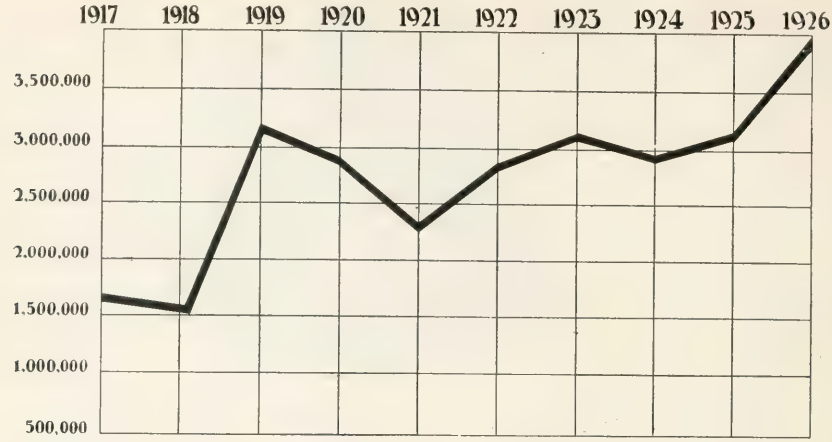
The man in the car doesn't think about motor oil. But call it the "Film of Protection," write it as a mystery story, and you have—a best seller.

To interested executives we will gladly send notable examples of advertising that has succeeded in lifting difficult subjects out of the welter of mediocrity, and has turned them into —best sellers.

Joseph Richards Company, Inc., 257 Park Avenue, New York City.

RICHARDS

FACTS FIRST · · · · THEN ADVERTISING



Eloquent Figures

WE forgive you for being politely uninterested in what we say and think about ourselves.

But you cannot afford not to be interested in what other advertisers think and say about us.

They are people like yourself, fighting the same competitive battles, faced with the same burden of increased sales quotas and the stern necessity of cutting sales and advertising costs, battling for a brighter place in the sun . . . .

You are enormously interested in what *they* think of The Indianapolis News.

What we say is words, what they say is spoken with the voice of experience —in dollars.

The Indianapolis News gained 901,419 lines of national advertising in 1926 over its outstanding volume of 1925. This was the largest gain of *any* newspaper, *anywhere*, in America, with the single exception of the New York Herald-Tribune. That's what national advertisers think of The Indianapolis News!

The Indianapolis News published 3,934,419 lines of national advertising last year, in its six issues a week, hundreds of thousands of lines more than all other Indianapolis newspapers *combined*, with their thirteen issues a week. That's what national advertisers think of The News!

The chart above shows that their preference for The News has been years in building. Years of steady, consistent growth. We would hesitate to call this remarkable preferment to your attention if it had happened only last year, or the year before. And we can tell you that this is a clean volume of clean advertising, with a good many thousands of lines of available copy ruled out, censored, because we didn't want volume at the price of the cleanness of our columns.

The figures speak for themselves—eloquently.

THE INDIANAPOLIS NEWS

New York, DAN A. CARROLL
110 East 42nd Street

FRANK T. CARROLL, *Advertising Director*

Chicago, J. E. LUTZ
The Tower Building

Everybody's Business

By Floyd W. Parsons

SEVERAL years ago, when I lunched with Janvrin Browne, the exponent of long-range weather forecasting in Washington, I was tremendously impressed by the apparent possibilities of this new art which would mean so much to life and business generally if developed to a stage of practical dependability. The year we have now entered was set down as the danger year. It was to be a repetition of 1816, the so-called "Year Without A Summer."



© Ewing Galloway

As I have stated in previous discussions, a year without a summer does not mean we will not have the usual hot spells. But what it does imply is that there will be abnormal periods accompanied by enough frost or freezing to ruin growing crops. Such a season would make 1927 from every practical viewpoint a summerless year.

We have a time of maximum spots on the sun every 11.2 years. There is another cycle which has to do with the movements of the moon around the Ecliptic. This latter cycle comes every eighteen and a half years. In this year of 1927, the two cycles coincide, which situation develops only once in about 55 years. In other words, we are now coming to the peak of five sunspot cycles and three Lunar Saros or moon cycles. It is this 55.8-year cycle that is said to have dated many of the greatest weather disturbances and crop failures in the history of the world.

Two times 55.8 years takes us back to 1816, which year appears to have come down in history as a time of bad weather and crop failures. In that memorable year, a violent snowstorm with low temperatures raged north of the Ohio and Potomac Rivers on June 18. In that same year the last week of June brought killing frosts, and the night of July 4 witnessed freezing temperatures.

Coming ahead 55.8-years from 1816, we reach the year 1872, which was also a time of unusually bad weather. Those who will refer back to press dispatches published the end of last November will find that navigation on the Great Lakes was practically closed at the Soo Canal on November 30. They will also find it recorded that this early closing established a record for all the years back to 1872.

Up until the beginning of 1922, and extending back to 1912, we received more than the normal amount of heat from the sun. Since 1922 we have had a time of low solar radiations, causing our cold-water oceanic areas to expand rapidly, and ice to push southward. All of this combined with a greater tidal pull which tends to bring up the deeper and colder waters of the oceans is going to give us a cold and fairly dry year throughout the greater part of North America, states Janvrin Browne.

According to the annual report of the Red Cross, the year 1926 has established a new record as a disaster period. The report says, "All the terrible forces of the unbridled elements—fire, wind and flood—have concentrated their fury for 12 months upon the North American Continent." The present year will be far more disastrous, say the long-distance weather forecasters.

The present winter began with the freeze of September 23-26, which broke all September records by many degrees. Freezing temperatures appeared weekly in the Northwest during October, and toward the end of the month extended South into New Mexico, Arizona and northern Texas. November saw the greatest number of days of snowfall in the Northern part of the United States ever recorded. A severe blizzard developed during the week of November 27, extending from Winnipeg to British Columbia. Christmas week disclosed the onset of extremely severe winter weather in Western Europe with almost unheard of snow at Lisbon. There was a light fall of snow at Los Angeles, hardly less a rarity, and heavy snows across the plains and as far South as Dallas, Texas.

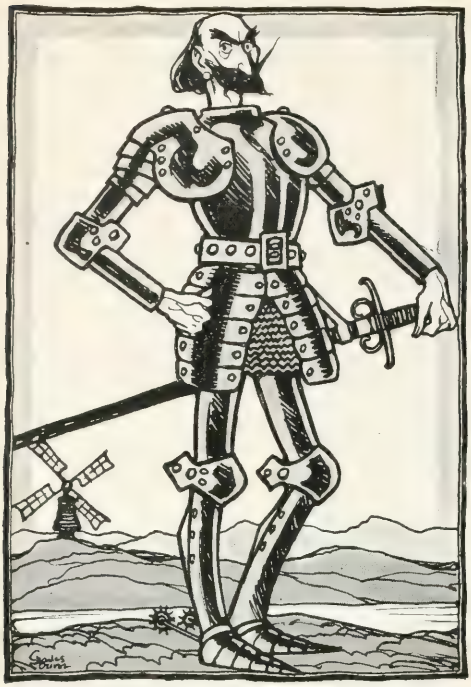
We all noticed the newspaper stories of the low temperatures in Florida last week, where the thermometer got down as low as 36 even as far south as Miami.

Cool waves that are coming are scheduled approximately as follows: February 3-8**, 9-13*, 15-20**, 21-25**, February 27-March 3*.

The first date given establishes approximately the appearance of the cold wave in the North, and the second date denotes its disappearance in the South or East. The intensity of the cold is indicated by the number of stars.

Looking farther ahead, we are told to expect a cool wave that will come down from the Northwest about June 2 and sweep across the Corn Belt as far south as the Ohio and Potomac Rivers, reaching the Atlantic Seaboard by June 6 or 7. It will be accompanied by freezing temperatures and perhaps by snow. Other frost periods are set for June 28 to July 2 and July 7-11.

All of which is mighty interesting—if true. The U. S. Weather Bureau does not believe in the idea. Perhaps they are right. But if the accuracy of the forecasts is vindicated, even to a reasonable extent, it will not only be a feather in the caps of those who have staked their reputations, but it will attract attention on the part of the Government and scientific folks generally to the possibilities that lie in more active research in this new and interesting meterological field.



"Fear Can See Things Underground"

said Don Quixote, three centuries ago. And it is true today.

Ignorance breeds fear.

The ice industry feared the electric refrigerator until it learned that there were untouched markets for ice which the electric refrigerator could not yet reach.

Dispelling the fear that comes through ignorance is part of the job Nation's Business does. Its quarter million subscribers read it to broaden their business vision.

NEW YORK
1400 Woolworth Bldg.

CHICAGO
1016 Metropolitan Bldg.

CLEVELAND
936 Keith Building

NATION'S BUSINESS

DETROIT
3-141 General Motors Bldg.

ATLANTA
704 Walton Building

SAN FRANCISCO
710 Hearst Building

MERLE THORPE, *Editor*

Published Monthly at Washington by the Chamber of Commerce of the U. S.

Addressed to New York Advertising Agencies:

PROPOSITION NO. 1

If your gross billings are over $2,000,000 a year, you will be interested in this executive whose greatest asset is his demonstrated ability to increase agency profits.

PROPOSITION NO. 2

If you are a smaller but growing agency, you will welcome this executive as a seasoned copy and contact man who can bring you both his services and capital, if necessary.

At present General Manager of a prominent 4 A Agency.

Address Box Number 442

ADVERTISING AND SELLING
9 EAST 38th STREET
New York City



SPEND YOUR WINTER
Amongst Flowers and Sunshine

Why not go where Spring lives . . . a few radiant weeks . . . at no greater cost than staying at home

TIRED of winter's cold? "The Longest Gangplank in the World" will take you to flowery lands of magic and delight. The moment you step aboard you are in France. That inimitable cuisine—that gracious service—the brilliancy of life aboard. It is the very atmosphere of Paris—at once! Take one of the de luxe French Liners.

PARIS, *February 5th*—FRANCE, *February 19th*

calling first at Plymouth, England, then Havre—the port of Paris—in six days. No transferring to tenders—down the gangplank—to the special waiting express—Paris in three hours. Overnight—the Riviera—a pageant of floral splendour and social distinction.



West Indies Cruise

Or another golden voyage—to the sun drenched Caribbean—rainbow islands—ports of call whose names are magic—the olden haunts of buccaneers. The S. S. Lafayette sails February 5th. Thirty radiant days. Minimum fare—all shore expenses—$325.

North African Motor Tours

And then—one day across the Mediterranean—North Africa—glamourous—exotic—flaming barbaric colour in the sun—or mystic moon-pale beauty. 57 days—de luxe trip—Mediterranean crossing—private automobile—all hotel expenses—$1350. Ten day itinerary—$120.



Four One-Class Cabin Liners direct to Havre, the port of Paris. . . . New York-Vigo-Bordeaux Service, three Liners to Southern France and Spain.

Our illustrated booklets are a trip in themselves

French Line

INFORMATION FROM ANY FRENCH LINE AGENT OR RECOGNIZED TOURIST OFFICE, OR WRITE DIRECT TO 19 STATE STREET, NEW YORK CITY

COUNSEL ON PUBLIC RELATIONS

—*A Definition*

What is a counsel on public relations and what are his relations to the press of this country and to advertising?

These two questions are asked so often that we desire to answer them in *Advertising and Selling*

A COUNSEL on public relations directs, advises upon and supervises those activities of his client which affect or interest the public. He interprets the client to the public and the public to his client.

He concerns himself with every contact with the public wherever and whenever it may arise. He creates circumstances and events in advising a client upon his public activities. And he disseminates information about circumstances in helping his client to make his case known to his public.

Essentially he is a special pleader before the court of public opinion.

He uses every method of approach to the public mind—the printed word, the spoken word, the photograph, the motion-picture. In respect to the advertising agency, the counsel on public relations works with it in the solution of the client's problems. He is often called upon by the agency itself to supplement its direct selling effort by a broader and more general moulding of public opinion in favor of the individual product. Often through his efforts, a new field for advertising is created.

As a creator of events and a bureau of information for his client, he frequently supplies the press with information or expressions of opinion, labeled as to point of origin. His news is naturally given its place in any fair competition for news space at that particular moment.

In his capacity as a crystallizer of public opinion, he is building public acceptance for an idea or product. This usually leads to exploitation through advertising and all the other modern methods used to advance a cause.

His work is comparable to that of any special counsel in the highly organized society of today—the lawyer, the engineer, the accountant.

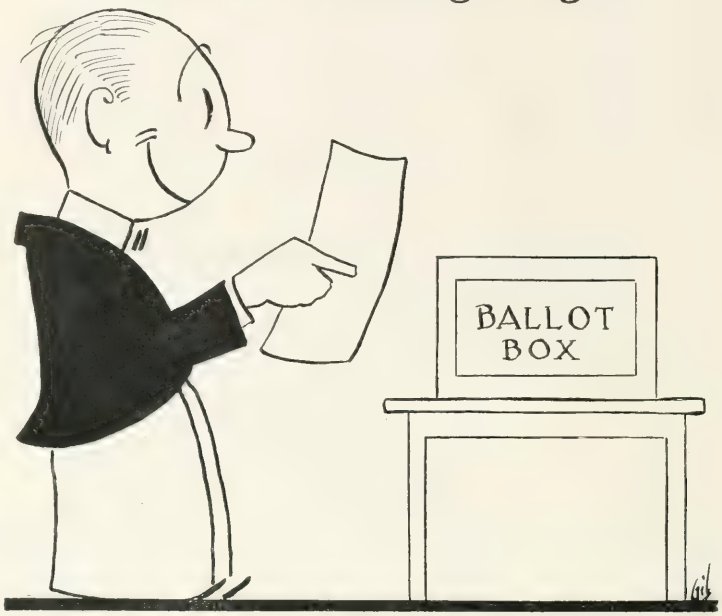
High ethical standards are imposed upon him by his work. He owes the maintenance of these standards to his client, to the public, to the medium he deals through and to himself.

The value and importance of a favorable public opinion towards a basically sound product or idea are universally recognized at the present time by the heads of large enterprises of all kinds. To supervise this branch of any enterprise an expert in public opinion is retained. Organizations as varied as nations, governmental departments, educational institutions, scientific foundations, insurance companies, real estate developments, art galleries, food corporations, silk manufacturers, soap companies recognize the value of regular, continuous service of this kind.

"Contact," a publication, is published by us from time to time in the interest of furthering an understanding of public relations and the working of public opinion. It will be sent to you free upon request.

EDWARD L. BERNAYS
9 EAST 46TH STREET
NEW YORK, N. Y.

Men of Voting Age!

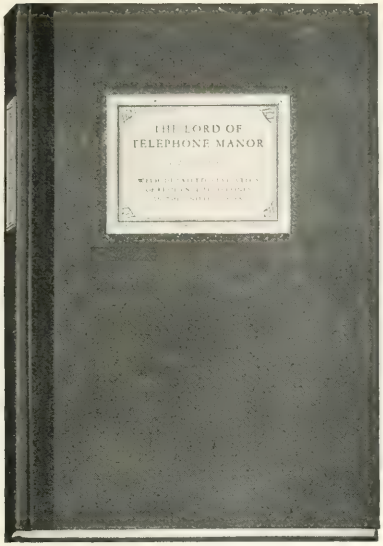


¶ Three Million of them in the families of All-Fiction Field readers.

All-Fiction Field

Magazines of Clean Fiction

NEW YORK CHICAGO BOSTON SAN FRANCISCO



The first tabulation of the number of homes with telephones. Ask for it on your business letterhead

For fixing sales quotas and making advertising plans, the distribution of residence telephones is useful. Not until now, however, has it been possible to obtain telephone statistics for all cities and towns. After long-continued effort, The Digest has gathered and compiled them and presents them in

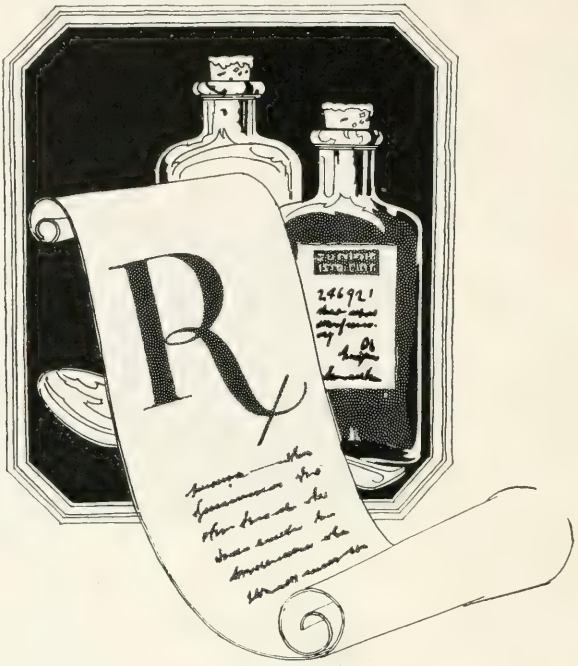
The Lord of Telephone Manor

1927 Edition, containing detailed statistics of residence telephones in the U. S. With illustrative charts by Walter D. Teague. Designed and printed by Currier & Harford, Limited.

Those who have genuine need for this book can obtain copies, without charge, by writing for it on their business stationery.

THE LITERARY DIGEST

354 FOURTH AVENUE, NEW YORK CITY



The Doctor's Own Prescription

(Another Advertisement to Publishers)

THERE was once a publisher who had built up a group of magazines so ably edited that the readers believed implicitly what they read in the editorial columns.

As a result, the manufacturers who advertised in those magazines received wonderful returns. The readers naturally had *faith* in the advertisements.

This publisher, therefore, "believed" in advertising—for others. But he didn't believe in "wasting money" by telling about his own products—this group of magazines—in the "advertising papers." The way to get business for those magazines, thought he, was to send solicitors to call on prospective buyers of space.

And of course that *is* the way to get business. It is done by the manufacturers who advertise in their own magazines. But, besides sending out salesmen, they also advertise. Why?

You, as a publisher, can answer that question—for your advertisers.

Why not for yourself?

You prescribe advertising for them—to help their salesmen. Why not prescribe it for yourself—to help your salesmen?

For heaven's sake don't say your business "is different."



Announcing

A New Service in the sale and distribution of Cantine's Coated Papers

A SALES SERVICE on the same high plane of merit as Cantine Papers themselves! An ideal, it is true: but one now possible of attainment through the plan of distribution we have recently put into operation.

Present-day practices in producing printed matter necessitate an efficiency of service from the paper manufacturer and dealer not even dreamed of a decade ago. The tremendous advances still being made by the printing industry call for the closest possible cooperation with it from those who furnish the basic raw material and foundation of all printed matter—paper.

The following are now servicing complete stocks of our various papers. They can be looked to at all times, with confidence, for your coated paper requirements—and will meet them with promptness and complete satisfaction.

NEW YORK CITY
Baldwin Paper Company, Inc.
Beekman Paper & Card Company, Inc.
Bulkley Dunton & Company
Clement & Stockwell, Inc.
Empire State Paper Corporation
Forest Paper Co., Inc.
Manhattan Card & Paper Company
Marquardt, Blake & Decker Company
Geo. W. Millar & Company, Inc.
Holden and Hawley, Inc., Division
Miller & Wright Paper Company
A. W. Pohlman Paper Company, Inc.
Paul E. Vernon & Company
Vernon Bros. & Company
Wm. G. Willmann Paper Company, Inc.

NEW YORK STATE
Albany Hudson Valley Paper Company
W. H. Smith Corporation
Buffalo R. H. Thompson Company
Rochester R. M. Myers & Company
Syracuse J. & F. B. Garrett Company
Troy Troy Paper Company

MASSACHUSETTS
Boston Carter Rice & Company
Charles A. Estey Paper Company
Holyoke Judd Paper Company
Plymouth Paper Company
Springfield Meek-Whitney, Inc.
Worcester Charles A. Estey Paper Company

CONNECTICUT
Bridgeport The C. E. Dartt Company
Hartford Rourke-Eno Paper Company
New Haven New Haven Paper Company
Chatfield Paper Company

RHODE ISLAND
Providence R. L. Greene Paper Company

PENNSYLVANIA
Harrisburg Donaldson Paper Company
Philadelphia Wilcox-Walter-Furlong Paper Co.
Curtis & Bro., Inc.
Scranton Megargee Brothers

MARYLAND
Baltimore Reese and Reese
O. F. H. Warner & Company

DISTRICT OF COLUMBIA
Washington R. P. Andrews Paper Company

OHIO
Cleveland Central Ohio Paper Company
Columbus Central Ohio Paper Company
Toledo Central Ohio Paper Company

ILLINOIS
Chicago Felsenheld & Daniels Paper Company
Forsythe Paper Company
Import Paper Company
The Blunden-Lyon Company
W. E. Wroe & Company

CALIFORNIA
Los Angeles Western Pacific Paper Company
San Francisco General Paper Company

WASHINGTON
Tacoma Standard Paper Company

THE MARTIN CANTINE COMPANY, SAUGERTIES, N. Y.
Since 1888 manufacturers of fine coated papers exclusively
New York Office - - - - - 501 Fifth Avenue

NOTE: Distinguished awards are made, four times a year, to the producers of the finest work on any Cantine paper. To enter these contests, send specimens of your production to our Dept. 333. Cantine Sample book on request.

Cantine's COATED PAPERS

CANFOLD — SUPREME FOLDING AND PRINTING QUALITY
ASHOKAN — NO. 1 ENAMEL BOOK
ESOPUS — REGULAR NO. 2 ENAMEL BOOK
VELVETONE — SEMI-DULL - Easy to Print
LITHO C.I.S — COATED ONE SIDE

For the thirty-third consecutive year

The Globe leads all other Boston papers in total advertising

THE GLOBE'S supremacy in Boston is clearly shown by these lineage figures of the 3 leading newspapers for the complete year 1926:—



THE GLOBE
16,277,042 lines

Paper B
16,075,653 lines

Paper C
12,640,354 lines

HERE is a record to be proud of! For 1926—a banner year for all Boston newspapers—shows the amazing total of 16,277,042 lines placed in the Globe.

What better tribute of confidence in a clean, impartial newspaper than this!

How has the Globe been able to maintain for 33 years such a commanding position as an advertising medium? There is only one answer—results.

First in department store advertising



In 1926 the department stores—Boston's keenest merchandisers—bought more space in the Globe than in any other Boston newspaper. The Globe carried 4,296,120 lines, 1,198,152 lines more than any other newspaper.

First in automotive advertising



In 1926 the Globe carried 2,324,505 lines of automotive and accessory advertising, 667,376 lines more than any other newspaper. An analysis of these figures shows that the Globe leads in both display and classified as well as total.

First in House Furnishings



The Globe's strength as a home newspaper is shown by its advertising volume in Furniture and House Furnishings, which includes all appliances for the home. Here the Globe in 1926 carried 1,169,001 lines; 151,732 lines more than in any other newspaper.

These figures speak for themselves. They tell the story of numerous merchandising successes in the Boston territory during 1926—and for all concerned they give promise of an even more successful 1927.

The Globe's lead — 201,389 lines

The Boston Globe

The Globe sells *Boston*

Audited Net Paid Circulation for Year ending March 31, 1926 . . . Daily 278,988 . . . Sunday 325,324

A Test of GOOD WILL

Good Will
and Good Business naturally go together. A simple way in which advertisers can test Good Will.

THAT one business or product should possess Good Will in greater degree than others in the same line is seldom or never the outcome of chance or circumstance.

Rather it is because the more successful business is more exacting in its application of these two necessary principles of Good Business:

(1) The building of a sound, wholly reliable product that fully meets the needs and demands of the market.

(2) The constant maintenance of quality to hold friends once made while adding continuously to their number.

A Year of Good Will

1926 Record of Advertising in the Six Leading Women's Publications.

(In this tabulation Good Housekeeping is No. 1)

Magazine	Total* Accounts	Number* of Pages
No. 1	752	1833 10/11
No. 2	562	1551
No. 3	453	983 1/23
No. 4	271	469 1/5
No. 5	466	677 3/4
No. 6	412	634 11/17

*Exclusive of school advertising.

Good Housekeeping is a business, too, and has been guided by these commonsense principles in developing its own Good Will. How successful Good Housekeeping has been in winning the Good Will of its million and a quarter readers is shown by the attendant Good Will of advertisers in Good Housekeeping. For more pages of advertising are profitably used by more advertisers in Good Housekeeping than in any other leading woman's publication.

To discover how general is this Good Will, to what extent advertisers can expect to profit by it, merely ask any woman whose opinion you respect, whose home you admire: "What good does Good Housekeeping do you?"

Thus simply can be tested Good Housekeeping's ability to mold the buying opinion of those discriminating women in every community whose influence is felt most.

GOOD HOUSEKEEPING

BOSTON CHICAGO NEW YORK SAN FRANCISCO

This is the tenth in a series.



"Who is

Adam Periwinkle—*the Author?"*

Not that you are necessarily a "Lion Worshipper" or "Hero Hound" for wanting to know, but merely because you will read more comprehensively when you understand the author's identity, calling and personal interest.

THE ATLANTIC MONTHLY

Recognizing this highly human trait among its readers, inaugurated years ago "The Contributors Column" by which Atlantic readers are introduced to Atlantic authors, thus stimulating reader interest to the highest degree. That other publications have copied this feature since, only stresses The Atlantic's foresight in introducing it several years in advance of contemporary publications.

Such editorial leadership accounts for The Atlantic's advertising leadership in the monthly magazine field.

May we submit further data and rates?

THE ATLANTIC MONTHLY
A Quality Group Magazine
8 ARLINGTON STREET BOSTON, MASS.

Circulation 110,000 net paid (ABC)—Rebate-backed—Guaranteed

Advertising & Selling

VOLUME EIGHT—NUMBER SEVEN

January 26, 1927

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FLOYD W. PARSONS

"What Is Wrong with My Advertising?" 19
JOHN ALLEN MURPHY

Wanted: More Variety in the Advertising Pages 20
EARNEST ELMO CALKINS

Why the Spectacular Rise of the Electric Refrigerator Is Significant 21
GILBERT W. CLEMENS

We Found New Jobs for Our Salesmen 22
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What Is a Sound Sales Policy in Marketing Building Materials? 23
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E. O. W. 70

The Open Forum 80

The News Digest 95



©Herbert Photos., Inc.

WHEN the mail does not bring orders, inquiries or whatever it is that the advertiser has hoped to gain from his campaign, he very often vents his quite understandable spleen on his advertising. His cry is, "What Is Wrong with My Advertising?" and in this issue, using the plaintive question as the title of his article, John Allen Murphy gives him an answer. It is not always, he feels, the advertising that has something the matter with it. If the advertiser will examine his own organization, it is likely that he will find a lack of cooperation with the campaign on the part of his management, salesmen, or even himself that has been the real cause of his disappointment.

M. C. ROBBINS, PRESIDENT
J. H. MOORE, *General Manager*
OFFICES: 9 EAST 38TH STREET, NEW YORK
Telephone: Caledonia 9770

NEW YORK:
F. K. KRETSCHMAR
CHESTER L. RICE

CHICAGO:
JUSTIN F. BARBOUR
Peoples Gas Bldg.; Wabash 4000

NEW ORLEANS:
H. H. MARSH
Mandeville, Louisiana

CLEVELAND:
A. E. LINDQUIST
405 Swetland Bldg.; Superior 1817

LONDON:
66 and 67 Shoe Lane, E. C. 4
Telephone Holborn 1900

Subscription Prices: U. S. A. $3.00 *a year. Canada* $3.50 *a year. Foreign* $4.00 *a year.* 15 *cents a copy*

Through purchase of *Advertising and Selling*, this publication absorbed *Profitable Advertising, Advertising News, Selling Magazine, The Business World, Trade Journal Advertiser* and *The Publishers Guide. Industrial Selling* absorbed 1925.

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In the February Issue of McCALL'S

In the February issue of McCall's Magazine will be found examples of advertising prepared by The H. K. McCann Company for its clients, as follows:

PAGE	34	Del Monte Spinach
PAGE	60	Twenty Mule Team Borax
PAGE	61	Nujol
PAGE	71	Borden's Eagle Brand Condensed Milk (for cooking)
PAGE	76	Daggett & Ramsdell
PAGE	84	Del Monte Asparagus Tips
PAGE	94	Del Monte Peas
PAGE	95	Borden's Eagle Brand Condensed Milk (for Infant Feeding)
PAGE	103	Beech-Nut Peanut Butter
PAGE	112	Hawaiian Pineapple

THE H. K. McCANN COMPANY
Advertising

NEW YORK CLEVELAND CHICAGO LOS ANGELES SAN FRANCISCO DENVER MONTREAL TORONTO

TRUTH WELL TOLD

JANUARY 26, 1927

Advertising & Selling

FREDERICK C. KENDALL, *Editor*

Contributing Editors: EARNEST ELMO CALKINS ROBERT R. UPDEGRAFF MARSH K. POWERS
CHARLES AUSTIN BATES FLOYD W. PARSONS KENNETH M. GOODE G. LYNN SUMNER
N. S. GREENSFELDER JAMES M. CAMPBELL FRANK HOUGH, *Associate Editor*

"What Is Wrong with My Advertising?"

By John Allen Murphy

"WHAT is wrong with my advertising?" Many advertisers ask me that question during the course of a year. As a disinterested outsider with no axe to grind, they think I am in a position to give them a straight-from-the-shoulder opinion about their advertising.

They usually open up on me with something like this: "We have been advertising for many years. Undoubtedly it has done us much good, and we would not think of stopping, but at the same time we feel that we are not getting the results that we should. Perhaps you could put your finger on the trouble."

Of course, there is only one answer that can be made to such a proposal. It is this: "It is impossible for any one to give an off-hand opinion that is worth a continental about some one else's advertising. To criticize advertising intelligently, a person must be familiar with all that lies behind the campaign. No one can look at a series of advertisements and tell whether they are good or bad, unless he knows the purpose of the advertising, the problems of the business, and the conditions in the industry's market. Since I am entirely unfamiliar with your business, it is evident that anything I might have to say would not be worth listening to."

In a number of instances, though, I have taken the time to look into these complaints. I spent from several days to several weeks trying to locate the cause of the advertiser's dissatisfaction. *And in not a single instance could I find anything seriously the matter with the advertising.* But in each case I did find something wrong with the business. In one respect or another, the management was not properly supporting its advertising. The advertising was being handicapped by the carelessness, the inefficiency, and, in a couple of instances, by the downright stupidity of the management. In most cases, the businesses were well enough managed as a whole; but in them certain bad customs had been allowed to grow up, which worked against the advertising. Often these unfavorable conditions are obscure and may appear to be un-



Courtesy *Express Messenger*

EACH one of those damaged packages meant a disgruntled purchaser. Each wreck was the fault of the sender alone; and yet it was probably the company's advertising that was blamed by the executives for the apparent failure of their advertisements to "pull." Advertising can do a great deal, but it can never do much unsupported by the manufacturer's management

important. But closer analysis will nearly always show that they are important enough to do a lot of mischief.

These conditions that militate against the effectiveness of advertising are as varied as the colors of the rainbow and as complex as a railroad time-table. They will be found in every department of the business and will range in type from the carelessness of the shipping clerk to the strictness of the credit department. Packages that are too big or too small, a trade-mark that is unpronouncable, making the principal appeal to a minor market, emphasizing an unimportant use for the product, inadequate distribution, obsolete patterns, not following up inquiries promptly, and poor service on repair parts are a few of the many things that hurt advertising, although it is in no sense responsible for them.

But let us consider a few specific examples in detail.

There is, for example, the case of a well-known hotel. It is one of the best advertised hotels in the country. It uses paid advertising, too, and not just publicity. In nearly every way this hotel is excellently conducted. And yet it allows a few of its employees to antagonize the guests whom its advertising has invited. For one thing, its detectives make nuisances out of themselves. They never make a legal mis-step, but they constantly violate the bounds of propriety by shadowing guests unnecessarily. A prominent business man told me that he never goes into this hotel without feeling that he is going to be arrested before he leaves it. Even the most hard-boiled guest does not like to feel that he is being watched by a detective.

The advertising of this particular hotel extends a very friendly hand to every one who reads it. But when those readers become guests and enter the dining room, several of the head waiters and captains extend a beckoning finger which is not quite so friendly. Almost invariably

[CONTINUED ON PAGE 48]

Wanted: More Variety in the Advertising Pages

By Earnest Elmo Calkins

AMONG the influences which blight the fresh effectiveness of advertising copy is monotony: over-use of the same idea, adoption of the prevailing fad or fancy, too much imitation, copy that looks and reads too much alike.

When an advertiser originates a distinctive style of advertising, a new idea, a different technique, and spreads it in the advertising pages, it becomes public property. Anyone may use it. There is no legal bar against appropriating it; there is only a shadowy moral bar; but there is a practical one. It becomes a matter of business expediency. Is it good advertising practice? Doesn't it split the value of this particular style and subtract something from the variety of the advertising pages? Isn't it a confession that there are not enough advertising ideas to go around? We have to consider both our clients and our public. We must show the advertiser that there are just as many different advertising ideas as there are alarm clocks. We must continue to hold the interest of the reader by keeping the various products sharply differentiated.

The use of one advertiser's style by another is due not so much to a poverty of ideas as to a belief that the blazed trail is the safest to follow. We hitch our wagon to the other fellow's star. The adoption of the style is more or less unconscious. It is part of the advertising air we all breathe. And there is a difference between adopting the garb and borrowing the clothes.

Often the use of a markedly individual style has the effect of a boomerang; it strongly suggests its first user. A small client of mine had that experience. He made a series of inserts to run in a few advertising trade papers. The style was easily copied. It consisted of an anecdote illustrated by a picture in colors; the moral of the anecdote applied to the business advertised. A reader of *Printers' Ink* wrote to him, "I thought you had three advertisements in the last *Printers' Ink*, but then I looked again and saw that two of them were signed by other names."

The similarity of the copy for some largely advertised lines is already near the danger line. We all know the chap who takes the names out of the motor car or tire advertisements, mixes them up and defies you to tell which is which. We fall into habits. We watch each other too closely. We are developing an advertising tone of voice: monotonous, banal, commonplace, trite. We are too prone to follow the prevailing fad or fashion: futurism in design and type, vitamines in food advertising, testimonials from real society ladies, whatever the others do, whatever seems to be the latest popular success. And there is no need for it. In every business, in every article may be found the idea by which it can be successfully sold. We should look less through the pages of the *Saturday Evening Post* and more into the heart of the product to be advertised. For the continuing success in advertising depends on each advertisement's retaining its individuality. If advertising is ever completely standardized, the advertising pages of the magazines and newspapers will be as interesting as a machinery catalog. These pages are salesmen; not a classified directory. We might as well buy the page facing the one that furnishes our model and print on it, "Same here, Cuckoo Candy Company."

Why the Spectacular Rise of the Electric Refrigerator Is Significant

By Gilbert W. Clemens

THERE is general agreement that the spectacular rise of the automobile was individual; but since that boom there have been rises even more spectacular in two other industries; namely, in radio and in electric refrigerator manufacturing. In a handful of years the radio industry spurted up in volume from comparatively nothing to half-a-billion dollars, and this rise, quite unparalleled in American industry, was rightly laid to the special fascination of radio.



Drawn by Alice Harvey for Postum Cereal Co.

In the even more surprising leap forward in the last several years of electric refrigerator manufacturing, we see what appears to be another "bonanza industry." Actually it is a *created* boom industry, in contrast to the radio and the automobile, which from the start were darlings of the public, and have been more *bought* than *sold*. The automobile and the radio set afforded pleasure and novelty. The electric refrigerator, however, is a utilitarian article; and its spectacular rise should open the eyes of all American business. It shows that in a country thoroughly organized with advertising media, advertising technique, cooperative inter-relationships, organization and large-scale capital, we need no longer wait for lengthy and tortuous processes of "introduction" for a good product. The electric refrigerator, while possessing some element of novelty, is not essentially a new article, and it has had to deal with plenty of sales-resistance. But it has pushed its way in what is certainly revolutionary time far beyond the expectations of conservative merchandisers.

The best way to make this clear is to compare its career with that of the typewriter. The typewriter as an invention had unusual merit. It can easily be argued that it was a far more important and valuable invention than the electric refrigerator. But the typewriter took an astonishing number of years to develop its market. There are many men still living, salesmen for the typewriter companies some decades ago, who encountered abuse, profanity and indignation from business men whom they urged to drop hand-writing for typewriting in their business correspondence. It was approximately twenty years before the business world regarded the typewriter as a necessity and accepted it as an unquestioned substitute for hand-writing in business correspondence. We see now that this long-drawn-out process was due, in large measure, to the failure of capital to appraise this article correctly. The typewriter companies, in the earlier years, did extremely little advertising, did much petty competitive fighting, perfected their machines slowly, and employed relatively very small capital and organization. As soon as the remedy was applied, success came. It is unbelievable now that so essentially important a business tool should have had to struggle for two decades to get itself accepted.

Today, it is true, there is far less mental inertia on the part of the public. The former lack of response to suggestion existed only because suggestion and education were not so organized as they are today. It was not for lack of money to buy, for many of the houses most set against using typewriters for correspondence were large and prosperous firms. Unquestionably, the first slow pace of typewriter selling was due entirely to the absence, in those earlier years, of the modern tools of big business such as those the interests behind the electric refrigerator have used to perfection.

Let us return now to the electric refrigerator and note specifically the amazing differences in the history of the two machines. The electric refrigerator, like the typewriter, had no fairy godmother in the form of an ability to give a personal thrill such as made the automobile and the radio bonanza industries. To the average householder, three or four years ago, electric refrigerators were almost unknown. If they had been heard of, they were thought of as being used on steamships, in hotels, or only in the fabulously wealthy homes of America. They were not seriously regarded as possible or logical equipment for the average home. Then came the action of a few groups of men, using five modern tools: (1) research; (2)

[CONTINUED ON PAGE 58]

We Found New Jobs for Our Salesmen

By G. H. Cleveland

SINCE the days when selling ceased to be the simple problem of keeping the jobber interested and we didn't have to worry much about the retailer except incidentally, we have used three distinct plans for employing salesmen. Chronologically, these have been:

1. Twelve months' continuous employment exclusively on our line.

2. Employment for the season only with a lay-off during the winter.

3. Twelve months' continuous employment, dividing the time between our line and that of another company.

Our expense for salesmen dominates our total selling cost. It is much larger than the amount spent for advertising and all our other expenses which have to do with the selling of our line. Therefore, if we are going to materially cut our selling costs we must make the cut in the amount we spend for salesmen. We are not content to sit and growl about the high cost of selling but are willing to try any plan that looks feasible and keep on trying until we are satisfied that there is no better way to do it.

The general system of specialty selling to the grocery trade is almost pernicious. It is too costly for manufacturers, it weakens the selling ability of the jobbers and it makes a buyer of the retailer whose main business in life should be selling. These statements can easily be proved, although we will not spend time on the proof in this article. We are not responsible for the present-day system of selling, and as yet feel that we have to go with the tide, but there is nothing that makes us follow anyone else in our handling of salesmen. That's where we are trying to conduct matters differently.

When we first started to build a sales force, we hired men with the expectation that they would work for us permanently so long as we were both satisfied. This was our basis for operation for some years, although we knew that we were paying a pretty penny following this plan. What finally woke us up was that we would carry salesmen through the winter when they were of no value to us and then we would lose some of them for one of two reasons. The salesman would either quit because he would get what he thought was a better job with another company or we would have to let him go because he went stale trying to sell our line in the winter time. Some salesmen got the attitude that as we were willing to pay them for slopping through the winter it didn't take much to satisfy us at any time. Either way we were the loser, because every time we lost a man it took away our justification for carrying him through the winter.

In the spring and summer of 1925 we came down to earth, studied the history of every salesman we have ever had and then worked out the history on a dollars and cents basis. The result was that in the fall of 1925 we fired all our salesmen for the winter.

There is nothing new in the idea of firing salesmen in the fall to cut down expenses during the winter slack, but our attempt last year to make the firing a temporary one was an experiment. When we gave the salesmen their notice in the fall of 1925 that they would have to find something else to do during the winter months, we tried to sell them on the idea of coming back to us in the spring. We gave every man plenty of notice prior to his last pay check so that somehow all of them managed to find something to do and did not suffer because of idleness while looking for a job. They did not all get the kind of jobs they wanted, and some had smaller incomes

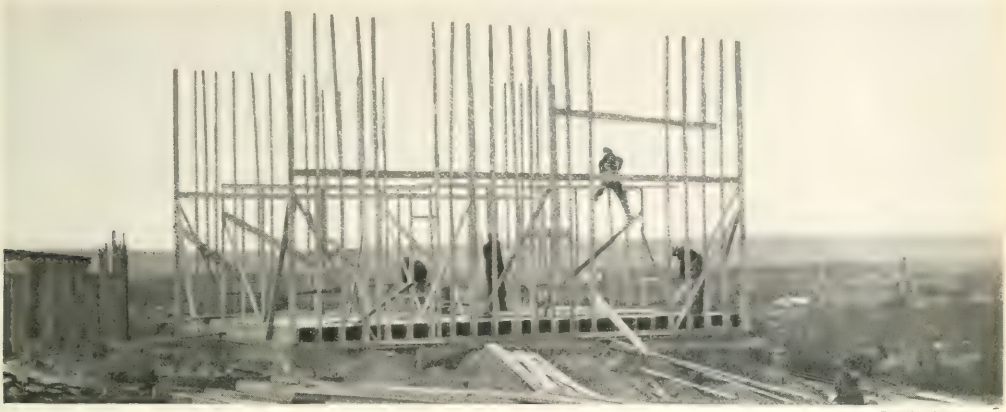
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Do Your Salesmen Work Only Six Months of the Year?

MR. Cleveland's company, manufacturer of a grocery specialty, has been conducting an interesting experiment in its method of handling its sales force. Last year the company, after extensive investigation and due deliberation, took the radical step of releasing its entire sales force for the winter. The reasons leading up to this move, the actual engineering of the company's action, and its first traceable results were thoroughly described by Mr. Cleveland in our issue of April 7, 1926.

Briefly, Mr. Cleveland's company finds it possible to sell profitably only during the spring and summer months. The price it paid for carrying its salesmen through the slack season was exorbitant, and it discovered further that many of the men were taking advantage of their employer's good nature in this respect. Little specialized training is required for the salesmen of this product and, although the company desired to retain its men, the expense of breaking in new ones when necessary is not exorbitant. So the salesmen were released on thirty days' notice, every effort being bent, nevertheless, to get them to return in the spring.

Last spring, after the first winter under the new policy, every salesman except one returned. This year in order to make things more satisfactory to everyone, the company sought out another concern whose selling season corresponds to their slack one, and a mutually satisfactory agreement was arrived at whereby the second concern would take over the entire sales force of the first for the winter months when their sales reached their peak. Here Mr. Cleveland describes this alliance, the many elements taken into consideration before it was entered into and the advantages expected to accrue.



© Ewing Galloway

What Is a Sound Sales Policy in Marketing Building Materials?

By Albert E. Mudkins

OF late it has become increasingly apparent that manufacturers cannot allow their production to dictate their selling.

With an era of almost unlimited production, it has been the practice to approach selling (or distribution) as a problem involving merely multiple outlets, with an effort to sell as widely as possible and as much as possible to each outlet.

A variety of causes are contributing to a change in these distribution and selling methods. Many factors affect the problem, but there is perhaps this common factor applicable to all: "The location of stocks at distributing points from which they may flow quickly and economically to the ultimate consumer."

Let us apply this reasoning to the marketing of building materials, considering it as it affects the exact field of use and the type of outlet available.

In the building material field a reasonably accurate measure of the yearly sales potential for building materials—at least of those used in new construction—is available. This measure comes from the yearly forecasts of home building and of all other types of construction made by such recognized authorities as *The Architectural Forum, Building Age, National Builder*, etc. These publications have access to reliable sources of facts and figures which allow them to make forecasts which, year after year, prove remarkably close to the actual figures when the building year closes.

But for many building materials new construction is not the only sales field open. Remodeling and repair work represent for several materials the bulk of their sales possibilities. No forecast as to the depth of this market has (to our knowledge) ever been made, nor is there any way of accurately forecasting this market, because it is a "developed" market, a potential one; a market capable of being developed by intensive advertising and selling.

For example, in the home building field alone there are today several million houses capable of being remodelled and brought up to modern standards of convenience and comfort. The market is there; a rich field for "development."

In the building material field there are on the surface apparently two types of outlets: the lumber dealer and the mason supply dealer. Statistics show that there are 22,000 lumber dealers and 2740 mason supply dealers in the United States.

But figures sometimes confuse because they are open to different interpretations, and it is not possible to accept these figures as they stand because, although the mason material dealer carries, as he always has, lime, plaster, cement, brick, etc., today he also carries in many cases a few "building specialties."

Among the lumber dealers there has been a great change. Today, the lumber dealer, while in the main he carries rough lumber, and finished lumber in the shape of millwork (doors, window sash, etc.), also carries, in many cases, lime, plaster, and other mason materials, and, in addition, many building specialties such as prepared roofing, prepared wallboards, insulation materials, etc.

That this change is fast becoming recognized is made clear through the tendency on the part of retail lumber merchants to call themselves "Building Material Dealers," since they believe this latter designation is more descriptive of the type of stock they carry and the wide service they render.

Assuming that we have accurately defined which of the above two markets provides our major and which our minor outlets, let us next examine the distribution problem of two types of building material products as they are related to the types of "consumer-users."

We have used the term "consumer-

user." This, we believe, is the most apt definition of a carpenter, a plasterer, and a mason, in his use of, and relation to, building materials and their marketing generally. We plan to devote a subsequent article to this important phase of building material marketing and distribution.

In the first instance, take a product whose "consumer-user" is the carpenter. Under the old theory, where maximum production was allowed to swing sales, we very likely would consider that every outlet where building materials of any type were sold was a desirable outlet for such a product.

Today, we would more probably select the natural outlet for such a product: the lumber dealer; since eighty cents of every lumber dealer's sales dollar come from, or are directly influenced by, the carpenter. It would seem then that the soundest marketing policy for the manufacturer of a building material used by

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This Matter of Cash Discount

A Suggestion for Its Solution

By F. G. Hubbard

Space Buyer, Barton, Durstine and Osborn, Inc.

THERE are two things we can do about the cash discount problem: We can solve it; or we can discuss it until we are all worn out.

ADVERTISING & SELLING has presented many points of view, each worthy of consideration.

The advertisers say that it is the custom of their business to pay invoices promptly when a cash discount is accorded, and to take all the time allowed when there is no cash discount.

They are perfectly right. Their money in the bank is earning interest; why should they withdraw it unless by doing so they can earn a return greater than that which the bank offers?

The agencies say the cash discount is a necessity, since otherwise they may find themselves in the banking business, and the structure of the present-day agency does not provide for such a contingency.

The agencies are asking for the cash discount, not because it will increase their earnings, but because of the protection it gives to them and to the publisher in the matter of credits and because of the mobility it gives to cash in its transference from advertiser to publisher.

Cash must be mobile, and the discount is the power which gives it momentum.

As an agency man, I naturally have a great sympathy with the viewpoint of the agencies and some understanding of their needs. But I have tried to approach the subject without prejudice.

The publishers who have contributed their thoughts on this subject have seemed to be a little at variance as to their reasons for the withdrawal of the cash discount.

The two main reasons seem to be: (1) a painless method of increasing their rates, and (2) a penalty to the agents for having abused the discount privilege.

My own belief is that the publishers are not really serious in advancing the first reason, but that they are in dead earnest in advancing the second.

Unfortunately, they are punishing the majority because of the transgressions of the few.

Should those publishers who have withdrawn the discount as a cure for the abuse examine their ledgers, I think they would be surprised at what they would find upon close analysis.

First, they would probably find that a large *number* of agencies were among the offenders.

But if they should look further and check the *volume* of business placed by the offenders they would find that those agencies place a very small percentage of national business. I would even venture to predict that it would represent less than five per cent of the total from all agencies.

I HOLD no brief for the agency that abuses the discount privilege, and I make no denial that there probably have been some agencies that were chronic offenders.

But has the publishers' action had the effect that was intended? I believe not.

I do believe that the publisher was within his rights in attempting to stamp out this evil condition and I applaud his courage in taking direct action to stop it. However, the penalty falls heaviest on those agencies which are producing volume for the publisher.

It is volume of a character that the publisher is glad to admit to his columns because none of it is questionable in the sense that we understand the word; and it is a volume that gives him little or no concern so far as credit is involved because of the care exercised by most agencies when approaching prospective clients.

The penalty in the form of an ultimately higher cost for advertising has also been passed on to the advertiser, who in most cases has been an innocent bystander.

A RAISE in rate is one thing to the advertiser, and the cash discount is another. Were I an advertiser I should feel justified in making a violent protest against this masquerade, and I think I would be fully aware that someone was stepping on my toes and had crossed the street for that express purpose.

Can all these points of view be brought to a middle ground, and can a solution be proposed that will hurt no one and be equal in its benefits to all? I believe so.

I submit the following suggestion:

1. Publishers want their money on a specified date.

2. The agencies want the publisher to have it at that time, provided that they do not have to do any financing.

3. The advertiser is willing to pay on the date specified if there is an incentive to do so.

Then solve the problem this way: Reinstate the cash discount under these conditions: *The agency may deduct a commission of fifteen per cent and a cash discount of two per cent if payment is made on the date specified; otherwise no deduction whatever will be allowed.*

What Graybar Accomplished in One Year

How a Company Changed Its Name without Losing Its Good Will

By R. W. Coleman

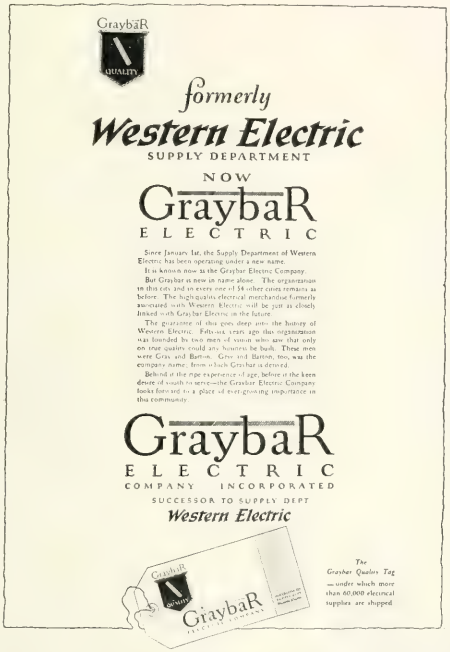
A NAME that is well advertised and long established is supposed to be a sacred thing. It is regarded as unsafe, under any circumstances, to disturb it.

For this reason, many organizations have struggled along for years with unsuitable or inappropriate company titles. They feared that if they abandoned their old names they would sacrifice all of the good will which they had invested in them. They imagined that if they altered the titles under which they had long been identified, their position would be that of starting a new business.

About the only cases where well-known companies have changed their names have been when a corporate appellation was changed to make it coincide with that of the advertised product. When a company advertised a trade-marked product over a term of years, the trade-mark eventually becomes vastly better known than the company. This explains why, in recent years, a number of advertisers have abandoned their old company titles and have substituted for them the name of their chief product. For instance, the Florence Manufacturing Company became the Pro-phy-lac-tic Brush Company.

However, the companies that made changes of this sort were not making any sacrifice. Their products were well known; the companies were not. By making the corporate name the same as that of the product, they thus did away with a cause of confusion, and consolidated in the one name the good will which they had been acquiring.

But, after all, very few companies have changed their names, and those that did were taking no chances.



They had a great deal more to gain than they had to lose. When we understand this, we can better appreciate the revolutionary character of the step the supply department of the Western Electric Company took, a year ago, when it abandoned both the company name and "Western Electric" as a trade-mark. The Western Electric supply department became the Graybar Electric Company, Inc., and ever since its products have been identified with the Graybar trade-mark. The only connection with the old identity is the phrase "Successor to Western Electric Supply Dept." which is run in small type on much of the company's literature.

This change would not have been so drastic if the company had been in existence for only a short time, or if the name it had been using were not so well known. But the company had been in business for fifty-seven years. It had been selling 60,000 electrical products to something like 35,000 customers. The company had fifty-five branch houses. Millions of dollars had been spent to establish the name "Western Electric." The name was known to the trade throughout the nation. To the public it was just as familiar.

When the management decided to give up "Western Electric" and to substitute for it the totally unknown name of "Graybar," many wise heads were shaken in doubt and much comment was heard as to the foolhardiness of the move.

The management fully appreciated the seriousness of the change it was making. However, it knew that it was on sound ground. It had made up its mind that the need for making the change so far outweighed the disadvantages of the step that it unhesitatingly went ahead with its plans, despite the fact that the business world stood aghast in contemplation of the daring of the move.

The objection to the old name is that the Western Electric Supply Department was always confused with the Western Electric Telephone Department. These departments had a business as totally unlike as anything could possibly be.

Under the new set-up the name "Western Electric" was retained to designate the telephone company. The name "Graybar" was assigned to the Western Electric Supply Company. Under the former plan, "Western Electric" undoubtedly meant telephones to most persons. Since the change, "Western Electric" applies to the telephone busi-

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The Golden Age of Copy Writing

A Reply to Mr. W. R. Hotchkin's Article, "What Price Brains in Copy"

By R. M. Blankenbaker

BY some new mathematical process known only to himself, Mr. W. R. Hotchkin in his January 12 article in ADVERTISING & SELLING multiplies three pieces of copy per day by the number of working days in the year and gets 1500 pieces as the minimum production of a good copy writer. Then, he divides 1500 pieces into $6,000, which is Mr. Hotchkin's idea of the income of a well paid copy writer, and gets $4 (four dollars) as the average cost of a piece of copy.

Forget, if you can, Mr. Hotchkin's belief that three times 300 equals 1500 and consider his conclusion that the average price paid for a piece of advertising copy is four dollars and therefore the copy isn't any good.

I know of a piece of copy that cost hundreds of dollars' worth of writing time but wasn't worth ten cents cash money. And I know of priceless copy that cost nothing to write. How much it costs and how long it takes are poor sticks to use in measuring copy value. The best headline I ever set down on paper came as a free gift from a plumber who was tuning up the bath room. And the worst I ever was blackjacked into using was written by a man whose time is rewarded at a rate exceeding $100 a day.

Anyway, the money cost of copy is not determined by the copy writer's salary. The cost of the writer's time usually is a small part of copy cost, just as the actual writing of the words is a small part of the work of copy production, and just as the elapsed writing time is a small part of the time spent in copy production.

In most agencies, as Mr. Hotchkin should know, copy policy on each account is determined by a group of men—the best brains in the agency. The decision may "jell" in a formal meeting in "the conference room," between the account handler, the other members of the firm, the art director, the copy manager, the copy writer, the research man and all who might contribute. Or the copy policy may be determined after a series of informal visits between the occupants of the front offices.

Experienced advertising agents are not so careless and shortsighted as to start producing copy without a thorough talking out of the situation before writing begins.

When you want a new house would you expect simply to call in a carpenter and say "Build me a six room house"? No, houses are not built that way. And copy is not built that way. The wages of the carpenter do not represent the cost of a house any more than the wages of the copy writer represent the cost of a piece of copy. Copy cost includes a good, big slice of all the salary overhead of the agency. Don't talk about $4 copy unless the four dollars includes the cost of the time of many more men than the copy writer.

AS a means of forestalling the accusation that I consider wood working and word working on a par, I hasten to extend my apologies to the carpenters, and my sympathy to the copy writers.

I assume Mr. Hotchkin was entirely serious when he said in his article that "the copy writer is not only the most stingily paid unit in the advertising factory, but he is allowed the least use of what brains he has. The drawing and lay-out are made first, and then the copy writer is told how few words, if any, he dare use."

The poor copy writer, he says, is held down to "sixty-five words, in three by five inches of space, smothered under a crushing modernist smear that only the elect realize is art."

As a practicing copy writer, I, also, want to register one loudly shouted "NOT SO" to this assertion. Mr. Hotchkin is generalizing, possibly, from the particular conditions existing in one or two "advertising factories" about which he knows. But just because he has encountered one or two such organizations does not indicate that all agencies, or even a considerable number of them, turn out advertising by machine shop methods. Probably he is speaking of some particular case of which he has personal—I am tempted to say guilty—knowledge.

One explanation is that Mr. Hotchkin is trying to be funny. The things he says are funny. But his manner is deadly serious, and the mere fact that his opinions were printed lends enough weight to them to demand serious rebuttal.

Even a superficial examination of printed advertisements will disprove most of Mr. Hotchkin's charges. Suppose we look at some advertising in the magazines and see just how much water leaks through his ideas. All right. Here's a January *Ladies' Home Journal*. First off there's a page with the headline: "Sonny! You would do the big things for him . . . will you do this little thing?" A picture of a boy is used to illustrate the heading and the four or five hundred words of text which follow. Three-fourths of the space is devoted to words. Whatever brains the copy writer was endowed with certainly had enough room to work in this space.

"At the Mount Royal in Montreal 166 Women Guests tell why they," etc. It's rather hard to believe that this, in Mr. Hotchkin's words, is "a beautiful drawing around the word 'Hoopla.'" The copy writer had half the space on the page, and if he wanted to say "Hoopla," then, according to my type rule, he had the space to say it 250 times.

LISTERINE displays its usual stopping power in the issue we are reading, and if the Listerine circus isn't based on a copy idea, then I am an East Indian swami.

The poor, down-trodden copy writer whose job it was to produce the double page I found on Chipso was ground down to a bare 1000 words.

But go on through the book. Look

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Painted by EDWIN HENRY
for KOHLER COMPANY

IF EVER there were pictures that sold bathtubs—and in fact all sorts of bath fixtures—these pictures should be the ones. Since studying them we have become quite dissatisfied with our own bathroom; although its acoustics—always an important consideration—are excellent. What damage might have been done by the mocking author of "Babbitt" to the sales of modish gadgets for super-tubs must have been



Painted by R. H. Collins
for Kohler Company

offset by this shrewdly conceived series.

Bathtub demonstrations are not as feasible as they would be popular. Yet on these pages Kohler of Kohler is actually giving them; in the only way and with the only models possible. The idea is a happy one. The tubs can be displayed with water in them and the youngsters, realistically enough, out of them. The only morals that can possibly receive a dent



Painted by R. H. COLLINS
for KOHLER COMPANY

would be those of spankable infants whose precocious perusal of the advertisements taught them many unthought of ways to scratch Mother's expensive new enamel.

The professional eye will notice that the layout of blue prints and specifications is absent. In its place come these warmly colored paintings, alive with the spirit of the ideal home, with the atmosphere of traditional happy childhood.



Painted by R. H. Collins
for Kohler Company

That a bathroom can be more than a hidden necessity is subtly suggested by the settings, and the onlooker consequently painlessly absorbs the impression that his own room can do with new and superior fittings. Is there a better way of turning normal man into that harried, unstable creature: the "prospect"?

A Public Relations Counsel States His Views

By Edward L. Bernays

THERE is at least one subject on which as great misinformation and misconception are rife as on the Russian situation—and that is the question of propaganda. Many discuss it at length and with conviction; even though they know nothing about it. There is more propaganda for and against propaganda—and more of it false—than about most of the causes in which propaganda is utilized as a weapon.

And possibly the reason for this misconception about propaganda is that everyone treats it from his own angle. I am hardly the one, therefore, it might be said, to discuss it disinterestedly. For counsel on public relations of which propaganda is a part is my profession. But at least I can discuss it from the standpoint of a practitioner who actually knows his subject, and who always has tried to remain an observer as well as a participant in the various activities in which he has engaged during the last fourteen years.

What are the misconceptions about the propagandist profession and its relation to the general social and economic life of today?

First of all, the propagandist in his modern state is most often confounded with the old-time press agent. That is, of course, a false conception. No one disputes the power of the press. Fortunes are made by its advertisers, as well as by its owners. But the press as an informer and then as a moulder of public opinion has rivals. The radio is a regimenter of millions today. The movies and the pulpits; even "Stories of Philosophy"—in editions of 100,000—are forces that influence the public. Magazines of 2,700,000 circulation compete for power with *Nations* of 50,000. There are all sorts of printed word media. The spoken word reaches the ears of the public from the stage, the lecture platform and the schoolroom. And besides this the myriad group cleavages of society are in themselves channels for the rapid transmission of thoughts and ideas. Members of groups follow their leaders in their habits of eating, thinking and dressing, praying and everything else. Why discuss the special pleader only in terms of the press? Are there not all these other fields where he can legitimately, if he is ethical—and illegitimately, alas, if he is unethical—practice his profession?

This should dispose of the first misconception: that the superpublicity man, or counsel on public relations, or whatever one may call him, deals only with the press.

ANOTHER misconception is that the counsel on public relations is simply a mechanical distributor to the press of news material which contains his client's point of view, for free publication. That view is equally false. Your modern public relations man, it is true, supplies the press and his other media of thought communication with information; for free publication when it is news, for paid publication when it is advertising. But he is more than a sublimated mimeograph machine or manifolding outfit. He is a creator of circumstance, in that he is guided in his work by the change he wants to bring about in his public. And he is a shaper of the actions of his clients, in order to produce certain definite effects. The old-time press agent simply called for his carbon paper and sent his copy to the press. The modern public relations council studies the affairs of his client in relationship to the public; he studies his client in relationship to the product or idea he is bringing to that public; he studies his avenues of approach to that public. And then he guides his client's actions so that they will produce the result he desires.

The public relations counsel is continually creating events, changing and modifying acts, now adding some actualities to life, now subtracting others, to accomplish his ends—and make the public receptive to his cause. In this work he must be keenly alive to public consciousness. Very often in this work, he is the forerunner or the complement of an advertising campaign, which by itself is only one weapon.

Learned men discuss propaganda in serious magazines. They realize that modern politics is built upon the domination of the public mind by politicians and their carefully planned actions. When these analysts discuss business, the very foundation of the modern state, they begrudge its formula of success. They dismiss the public relations counsel lightly. They do not seem to realize that business can and should employ the same technique in regimenting the minds of the public in normal times as the governments used during the war to create the famous "They shall not pass" spirit of the French. They are blind to everything but the weapons of advertising and of salesmen. They do feel that the press has a magic power, but it is only a mystic inchoate power they see in the news columns, which would bring enormous wealth to them merely by publishing accounts of their wares.

A great business leader told me a few days ago that he did not believe in public relations work as much as he had before, because the competition in the marketplace of ideas was becoming so great that he was afraid that he and his commodity would be overwhelmed. He did not recognize that human beings always respond to the great basic appeals just as they have followed the great teachers, religious leaders, statesmen, business leaders of the past and the present. The study of the composition of these appeals and of the means of expressing them to his public would necessarily give him the desired approval.

An article by an advertising man, published in the *Atlantic Monthly* recently, dwells at length on the inconsistencies of the press in mentioning the names of products in its editorial matter. He discusses propaganda mainly from the point of

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Past Fifty

Much Needed—Not Wanted

By W. R. Hotchkin

"The very day that you wrote to my husband he was found dead in his lodging house. He had premeditated his death, as the constant strain of trying to make a go of it seemed to have left him no choice; although his was always a very hopeful and almost too optimistic a disposition. Had he not been so full of pride, he might have gotten help; but I suppose that one must hold on to something."



SUCH was the widow's brief and pathetic story of a totally unnecessary tragedy, brought about entirely because of the stupid fallacy that a man has lost his commercial value after he is forty-five or fifty years old.

The man who was here impelled into taking his own life by the failure to sell himself after reaching fifty years was an unusually brilliant advertising writer and manager; just such a man as I for many years have been constantly implored to find for stores. He had done splendid work for Wanamaker's and Filene's; but had been lured into establishing an agency of his own, and he did not know how to sell either himself or his work. Pride did the rest.

I recommended him to a dozen merchants; but, since he had gone to the far West, I had to tell them his age to save him from futile and costly journeys to the East. While I recommended him highly, by reason of my confident knowledge of his ability, not one of them would consider him at all. "Too old to put the right pep into the job. I must have a much younger man," was the common remark.

And not one of those merchants—*not one of them*—found a man who had half his forcefulness and energy. Not one was found who had a quarter of his brains, experience, or skill.

Just think of it! Hard-headed (might I say bone-headed?) business men when seeking an advertising writer and manager invariably judge his qualifications for the job by his youthfulness and agility! What have years and legs and girth-measure to do with work that must be done by wide-awake brains backed by mature experience? And my friend's waist measure never exceeded thirty-two inches. And his spirit never got past forty.

When my health broke down some years ago, and I felt that I had to give up hectic advertising work for a long time, I went personally to John Wanamaker and told him that I wished to resign. But that great merchant—one of the few that have really understood and rightly valued advertising—would not hear of it and said, "I have too much money invested in you to let you do that."

I HAD then been working for him for eleven years, and was in a badly upset physical condition. Most merchants might have thought they had got the best out of me, and that it was a good time to tell me how sorry they were, give me a month's salary, and get rid of me. But John Wanamaker realized the value of advertising *experience*, that every year of work built up greater knowledge and skill. He did not want beginners of a few years of experience, just because they were "under thirty-five," which is now the advertised dead line. Having had to worry along with me, through my callow years, and got me to where I was beginning to be profitable, he did not want to take on another youngster.

That man who took his own life the other day would have been a prize "find" for any store in America! If there are twenty-five advertising men better in the craft than he was, the stores that have them are mighty lucky.

But he was past fifty!

The best advertised store in America, today, and one of the largest in volume and profits, is promoted and its advertising is directed by a man nearer to sixty than to fifty; and he is the most active and energetic of them all—active in brains; rich in experience.

The greatest piece of merchandising and promotion work ever done in the history of retailing was the resurrection of that old wreck of a store at Tenth Street and Broadway, back in 1896. It had broken a series of successors to A. T. Stewart, and all the wise ones had said that its location was absolutely dead for retailing.

But Robert C. Ogden, then past sixty years of age, was given the entire management, as resident partner, by John Wanamaker; and that store leaped to the front until it led them all in volume of sales, and even more definitely in volume of net profits, for which a store exists. And Mr. Ogden, with his own hand and pen, wrote most of the early advertising of the store; wrote those amazing editorials in the purest English, with impelling sales content; and also wrote much of the detailed merchandise copy besides. That in addition to managing and merchandising every division of the store!

And he continued to do it for eleven years, until the battle was won and the John Wanamaker Store stood, in that day, at the top of New York City retailing.

And they try to say that men lose their pep and efficiency after forty or forty-five!

Why, very few men know what

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THE · EDITORIAL · PAGE

Will Cigarette Makers Advertise to Women

IN this issue Oscar Williamson, under the title of "An Inhibition versus a Market," discusses the subject of advertising cigarettes to women, pointing out the great potential market which lies in this direction and describing the long-standing prejudice which has restrained the tobacco advertisers from invading it. In this connection it is interesting to note the remarks of George W. Hill, president of the American Tobacco Company, made in an address in Omaha, Neb., on Jan. 18.

"More and more women are smoking every day," said Mr. Hill in part, "and the first thing you know some tobacco company is going to break the ice and start advertising to them. We know how many of them are smoking, so why shouldn't we be able to advertise to them?"

Mr. Hill goes on to predict, as does Mr. Williamson in his article, that advertising of this nature will be the next step of the tobacco men.

More Common Sense; Less Curiosity

THE Periodical Publishers Association has just sent out a letter calling attention to the tendency of advertisers to abuse the privilege extended by many publishers of periodicals of sending out to their readers questionnaires to determine this, that, or the other thing about a product or a market.

We think this is a timely word of caution. The questionnaire has been overdone. Publishers have gladly cooperated with advertisers and agencies to secure information from their readers that might help in settling important questions regarding products and appeals, and sales and advertising policies. And doubtless they will continue gladly to place their facilities at the disposal of their space customers.

But the questionnaire in many cases has been carried to a ridiculous point. In some cases publishers' organizations have been enlisted in huge mail ballots, taking in large sections of their mailing lists, to little purpose other than to help make up an impressive "research" report, or to satisfy the hunger of some "data hound."

It is time that more common sense and less idle curiosity were injected into this problem of consumer investigations. A mail questionnaire is a dangerous instrument; it must be framed by a skilful questioner if it is to uncover the truth. And unless it does uncover the truth, it is money and time and energy worse than wasted.

Mrs. Jones is beginning to weary of being quizzed about everything she does, has, and thinks, and she is becoming entirely too self-conscious as an ultimate consumer.

The Growth of Consumer Ownership

SOME interesting figures have been published recently by the Byllesby Engineering and Management Corporation of Chicago concerning the growth of consumer ownership of stock in the public utility concerns under its operation. According to these authorities, this sales total now amounts to $25,061,600 par value, showing a gain of 15.12 per cent over the previous high record established in 1925. Twenty-four and fifty-five hundredths per cent of this figure represents repurchases. The number of new shareholders lies in the vicinity of 17,000, bringing the total of consumer shareholders in these enterprises up to approximately 100,000.

The growing popularity of this method of financing is attested by the following figures compiled by the Byllesby organization:

	Sales	Shares*
1915	326	2,063
1916	2,039	11,468
1917	3,305	17,001
1918	4,923	24,194
1919	5,723	34,219
1920	11,579	62,314
1921	15,907	80,010
1922	18,992	107,685
1923	25,711	130,995
1924	35,884	192,842
1925	35,677	217,696
1926	36,801	250,616
Totals	205,867	1,131,103

*$100 par value.

Perhaps these figures from one utility group are not truly indicative of the rate of growth of the consumer ownership movement throughout the industries of the country, but certainly they show that the movement is distinctly on the rise. In view of such widespread interest it might well pay the manufacturer in any line to study the situation carefully from its various angles.

The Public Turns on an Advertiser

A WELL-KNOWN New York retail shoe firm has just demonstrated the necessity for considering the consumer's point of view before the launching of an unusual direct mail scheme.

This concern hit upon the idea of sending out an announcement by registered mail, apparently not only to its regular mailing list, but to almost everybody in the telephone book.

The advertising department doubtless had figured out in dollars and cents how economical such a mailing would be in attracting definite attention. But what it seems to have overlooked was the consumer's reaction. In one community the result of the campaign was to swamp the postal facilities to such an extent that the carriers were unable to cover their routes more than once a day for two or three days. And even then the "morning" delivery did not reach some houses until well after noon; the carriers were so delayed by getting signatures for the shoe firm's registered letters. To make matters worse, the weekly newspaper was crowded out entirely.

The community became intensely indignant over the scheme, and that concern will be a long time in living down the result of its ingenuity.

The American public is good natured as regards advertising. When a concern absolutely forces its way into its homes via registered mail, and upsets the life of an entire community for selfish commercial ends, it is going too far and is bound to suffer.

An Inhibition versus a Market

Female Smokers Spent $103,000,000 Last Year, and Advertisers Are Making Them Tentative Approaches

By Oscar Williamson

THAT sweeping change which has come over American business, so aptly described in these columns recently under the title of "The New American Tempo," has been the means of doing away with any number of old traditions which have been our heritage from another age. In its new progressive consciousness, America of today has little use for outworn prejudices, and these are being shelved continually in the triumphant march of progress. While this holds primarily for business, social life follows the same course, though at a somewhat slower pace. And as social life and its conventions are inextricably interwoven with the fabric of business, this gradual social evolution must necessarily be of interest to the business man who hopes to keep abreast of the times.



Created by PHILIP MORRIS & CO., LTD. INC.

This discussion will deal with one particular convention which has become an increasing source of irritation and speculation within the past year or two; one which seems to be on the verge of tottering into the discard along with the moustache cup, the over-stuffed parlor and the pug lap dog. It is, if you like, the inhibition of a bygone generation. Nevertheless, it exists today and is very real; this in spite of the fact that it can be classed only as a survival and not a particularly fit survival at that. I refer to the firm-rooted belief in the reactionary mind that women—decent, respectable women—do not smoke.

To the Easterner, particularly the one who lives in a large or fairly large city, such a condition seems nearly incredible in this age. There can be few such who have not seen at least one woman whom they knew to be perfectly respectable indulging in the so-called weed. It is indeed difficult to generalize on such a matter. And how can any broadminded observer, looking at the situation in all its aspects, trace any connection between smoking and morality? Has smoking any more to do with a woman's morals than has the color of her hair? Is it not as sensible to look askance at all blondes? Or all brunettes?

Yet the belief still lingers. Perhaps its persistence can be traced to the Middle Western districts; perhaps to the South; perhaps to all the towns, villages and rural districts, wherever their location. At any rate, Lin Bonner, writing not long ago in *Liberty* (reprinted in ADVERTISING & SELLING, Oct. 20, 1926), takes up in some detail the subject of advertising cigarettes to women, and quotes many manufacturers who are frank to admit that it is nothing more than this stubbornly surviving prejudice which restrains them from going directly out after this already profitable feminine market.

Mr. Bonner quotes some interesting figures; interesting, at least, to men who see business in a large way. In 1925 the number of cigarettes sold in this country is estimated at 79,979,763,871. It is believed by the best authorities that fifteen per cent of this number was consumed by the ladies. The cigarette bill of the nation for the year ending June 30, 1926, was $688,000,000, of which the female "addicts" contributed $103,200,000. That last figure represents unsought income to the manufacturers. Considering that that vast market built itself up practically unaided, it requires little imagination to conceive of the potential market lying in this direction, only waiting for the intensive cultivation of the advertiser.

But it is more than an obsolescent inhibition that holds him back. He has had sad experiences in the past, meeting the periodical outbursts of the reformers, fighting anti-cigarette legislation. Although times are changing and standards becoming more tolerant, he knows that one has but to scratch an American to disclose a born reformer. He knows that four States under the leadership of Kansas bar the sale of his product, and that a few fanatics can stir up a fuss altogether disproportionate to its importance in this free and unfettered country of ours. He has marked the advent of the well-known Eighteenth Amendment, and he realizes that almost anything may happen.

At the same time he is commencing to become restive under the dawning realization of the potential market open to him which the trend of the times is making more and more accessible with each passing month. Already he is beginning to feel out tentatively, but taking ex-

[CONTINUED ON PAGE 55]

BRUCE BARTON ROY S. DURSTINE ALEX F. OSBORN

Barton, Durstine & Osborn

INCORPORATED

AN advertising agency of about two hundred people among whom are these account executives and department heads

James Adams
Mary L. Alexander
Joseph Alger
John D. Anderson
Kenneth Andrews
J. A. Archbald, jr.
R. P. Bagg
W. R. Baker, jr.
F. T. Baldwin
Bruce Barton
Robert Barton
Carl Burger
H. G. Canda
A. D. Chiquoine, jr.
Margaret Crane
Thoreau Cronyn
J. Davis Danforth
Webster David
C. L. Davis
Rowland Davis
Ernest Donohue
B. C. Duffy
Roy S. Durstine
Harriet Elias
George O. Everett
G. G. Flory
K. D. Frankenstein
R. C. Gellert
B. E. Giffen
Geo. F. Gouge
Louis F. Grant
Gilson Gray
E. Dorothy Greig
Girard Hammond
Mabel P. Hanford
Chester E. Haring
F. W. Hatch
Boynton Hayward
Roland Hintermeister
P. M. Hollister
F. G. Hubbard
Matthew Hufnagel
Gustave E. Hult
S. P. Irvin
Charles D. Kaiser
R. N. King
D. P. Kingston
Wm. C. Magee
Carolyn T. March
Elmer Mason
Frank J. McCullough
Frank W. McGuirk
Allyn B. McIntire
Walter G. Miller
Alex F. Osborn
Leslie S. Pearl
T. Arnold Rau
James Rorty
Paul J. Senft
Irene Smith
J. Burton Stevens
William M. Strong
A. A. Trenchard
Charles Wadsworth
D. B. Wheeler
George W. Winter
C. S. Woolley
J. H. Wright

NEW YORK
383 MADISON AVENUE

BOSTON
30 NEWBURY STREET

BUFFALO
220 DELAWARE AVENUE

Member American Association of Advertising Agencies
Member Audit Bureau of Circulations
Member National Outdoor Advertising Bureau

A Million Dollar Order

By E. D. Gibbs

Advertising Director, The National Cash Register Company

WE hear and read a great deal nowadays about aggressive salesmanship. The magazines and papers are full of articles telling us how to be Go-getters. But there is another kind of salesmanship which is fully as important, and that is the type that gets a prospect virtually to sell himself. Here is the story of how the president of a great corporation sold himself a life insurance policy for one million dollars without the use of the slightest aggressiveness upon the part of the representative of the insurance company. It is of interest because it gives the very antithesis of the methods that life insurance agents, as a rule, are supposed to use. It also emphasizes one other point: that there is no such thing as the saturation point in selling.

Frederick B. Patterson, president of The National Cash Register Company, of Dayton, Ohio, was insured for three-quarters of a million dollars. He did not want any additional insurance. He repeatedly refused even to discuss increasing the amount of his insurance. With three-quarters of a million dollars worth of life insurance already contracted for, even the most optimistic insurance agent in Dayton had no hopes that he could persuade Mr. Patterson to take an additional amount.

William Cord, life insurance agent in Dayton, visited The National Cash Register factory to see the general manager, Mr. Barringer, regarding certain insurance which Mr. Barringer had placed with his company. He finished his business and was invited to stay for lunch at the Officers' Club. Mr. Patterson and other officials of the company were at the table. Mr. Cord was well acquainted with everyone and entered into the general conversation. Mr. Barringer, having concluded his talk with Mr. Cord only a few moments before, was full of the subject of life insurance, which naturally opened up the subject. Someone asked Mr. Cord a question about insurance, which he answered, explaining, however, that he did not want anyone at the table to feel that he was there to discuss insurance. He said that he had cheerfully accepted the invitation for lunch, that he had finished his business with Mr. Barringer, that he was a guest, and that he had no thought whatever of intruding his business in any way. He said he was willing to put himself in the position of answering any questions that were asked him, but at no time during the lunch hour did he volunteer any information about life insurance.

MR. BARRINGER asked Mr. Patterson how much insurance he was carrying. And he then made the statement that Mr. Patterson ought to take out about a million dollars more insurance. One question after another followed. Finally, Mr. Patterson said to Mr. Cord, "I am not interested in getting any more insurance. I have all that I need and all that I am going to take, but I am curious to know what a million dollar policy would cost me." Mr. Cord made a reply which showed how closely he kept himself informed. He said, "Your birthday is two weeks from today. If you take the insurance out within that time, it will cost you so much per thousand. If you wait until after that date, it will cost you more." He then gave Mr. Patterson the actual figures per year for a policy of a million dollars. Someone asked him about life insurance as an investment. Mr. Cord dwelt strongly upon this and he explained many points in connection with this subject that were new to those at the table. Finally, Mr. Patterson asked Mr. Cord this question: "Suppose I wanted to take out a million dollars additional insurance, how would I go about it to find out what to do?" Mr. Cord answered by saying that the thing to do was to pick out a life insurance agent in whom Mr. Patterson had implicit confidence and put the question to the agent and have him submit a plan showing in which companies the insurance would be placed and furnishing other important details of interest to all policy holders. He finally said to Mr. Patterson, "If you wish to discuss this subject with me at any time, I shall be glad to give you the benefit of my own experience in insurance without putting you under the slightest obligation. I shall be pleased to see you at any time that you may suggest." Mr. Patterson's answer was, "Come down to my office now and we'll discuss the matter." And in less than one hour from that time Mr. Cord had secured Mr. Patterson's written signature to an application for one million dollars' worth of life insurance.

It is interesting to get Mr. Patterson's own reaction to this business transaction, for, after all, it could not be called a sale. He said, "I practically sold myself on this proposition. Mr. Cord told me that he had no idea of discussing life insurance when he came out to the factory. It just so happened that he stayed there for lunch and being at lunch he answered our questions in a straightforward, businesslike and highly interesting manner. He gave us a correct picture of life insurance. In his replies he showed, first of all, that he had a thorough knowledge of his business. Next, he possessed the ability to state the facts in clear, simple, easily-understood language. He did not deal in technical terms. I had not the slightest idea of taking any additional insurance before talking to Mr. Cord, but, as he answered our questions, I saw the advantage of taking further insurance to the amount of one million dollars.

"MY only regret is that we did not have our representatives in the field where they could have heard Mr. Cord's statements and have observed his methods. It was a clear demonstration of the fact that to sell any kind of a product the customer must first be convinced that it is a good thing for him to have. Salesmen too often show undue eagerness. Most of the time they talk too much. They use too many arguments. They try to force the prospect to buy their product. Mr. Cord's methods were just the opposite. He got rid of all superficial detail. He dealt with the funda-

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JUDGE AND THE GOLDEN CIRCLE

This is Metropolitan New York—the richest place in the world. Here 8% of our population pays 14% of our income taxes.

The average magazine follows population averages. So only 8% of its readers are here. Judge follows wealth and sophistication. Nearly 25% of its circulation comes within this Golden Circle.

Judge is a welcome week-end guest in more than 46,000 New York homes.

Advertising in Judge, you focus on the superior buying power and concentrated wealth of this Golden Circle to an extent far beyond the aspirations of any ordinary national magazine.

Yet at no more than ordinary national magazine rates Judge offers you Metropolitan New York—plus!

Judge

Advertising Management of

E. R. Crowe and Company, Inc.

New York Established 1922 Chicago

How Cleveland Fights the Fake Advertiser

THE accomplishments of the local Better Business Bureaus throughout the country are always matters of interest to all those concerned with the business and practice of advertising. Some of them are more active and more efficient than others, but all of them are working in the right direction. The Better Business Bureau movement, both local and national, represents advertising's one great, concerted movement toward the cleaning of its own house and the upbuilding of public confidence.

This public confidence can be built up in two ways. In the first place, by enforcing "truth in advertising," a public prejudice which has endured for several generations will eventually be broken down. In the second place, the Better Business Bureaus as the representatives of advertising as a whole can enlist the public on their side in the fight against fraud and thus advertise advertising through their own good works.

The Cleveland Better Business Bureau has always been one of the most active of these organizations. Its good works have been numerous and its standing has been unquestioned over a considerable time. Some three years ago it hit upon a program which not only aids it materially in its work of combatting fraud, but also brings it into much closer contact with the public than any other means it has yet tried. The medium through which this is accomplished is the radio.

Each Wednesday evening for fifteen minutes the Cleveland Better Business Bureau goes on the air over Station WTAM. The program consists simply of short talks upon subjects best calculated to be of interest to an audience made up of typical citizens such as listen in on the radio. These talks, of course, all concern the work of the Bureau. There are no vague dissertations on the technicalities of the advertising business, no high-powered bombast upon the high ideals of the Bureau itself. Instead the speaker discusses the problems presented by current abuses which are in effect in the city at the very moment he speaks and which affect the retail buyer directly. He describes fraudulent practices, instructs the citizens in combatting them and describes the steps already taken by the Bureau in this direction.

This brings the Bureau before the consciousness of the citizens in a capacity they can readily understand, performing a function which is of undisputed value. Not only is good will built up for the Bureau and its members, but the whole business of advertising is benefited by the confidence that results.

Quite typical of these talks in style and substance is a dissertation delivered a month or so ago on the subject of the jewelry auction, a practice which had become quite common in the city. After describing the methods of advertising and handling these auctions, the speaker touched upon some of the fraudulent practices in connection with them. This extract is representative:

"IT is customary when a depleted stock is purchased by an auctioneer that other merchandise, often of an inferior grade, is brought in and mixed with the merchandise on hand, and the entire stock thus 'filled in' is auctioned off. This practice is manifestly unfair because people who live in the vicinity of the store are used to a certain grade of merchandise from that store, and consequently they expect when the stock is being auctioned off that it is the residue of the stock with which they are more or less familiar. In truth, it is the residue which has been sweetened by the inferior 'fill in' goods. The ordinance accordingly provides that a fifty per cent fill in is allowed, but that in any advertisement of the auction and on any signs appearing on the store front, this fact must be plainly stated to the public. And in addition, whenever any particular piece of merchandise is offered on the auction block, it must be plainly so stated by the auctioneer if such piece happens to be a part of the filled in stock.

"You may not know it, but Ohio has what is known as a fraudulent advertising law, which provides that only the exact truth concerning merchandise may be stated in advertisements. It was necessary, several months ago, for the Bureau to cause the arrest of an auctioneer operating on West Twenty-fifth Street for violation of this law. He had purchased the stock of a jeweler in financial difficulties and caused handbills to be printed and distributed indicating that the jeweler whose stock he had purchased was going out of business and that the remainder of his stock would be sold at auction. It was alleged that this was not true, because additional stock had been 'filled in' to the regular stock and that some of the better articles of the original stock had been entirely removed and were not to be sold at all. Furthermore, it was alleged that this was not the jeweler's auction, but belonged to the auctioneer himself. When confronted with these facts, the auctioneer pleaded guilty to the charge and was fined. He was not required to pay the fine on condition that he go out of business immediately."

This example serves admirably to illustrate the subject matter and general tenor of these talks. Not only is the abuse itself described, but the Bureau is brought into the discussion without undue ostentation as a remedial factor of no small importance. The citizens are made conscious of laws which the majority of them did not previously know were in existence, and the enforcement of these laws becomes a self-appointed task of the Bureau. Certainly few things would be better calculated to build up prestige for the Better Business Bureau than a thorough understanding of its work.

THE station from which these talks are broadcast is the property of the Willard Storage Battery Company. It is a regular commercial broadcasting station with established rating and prestige. Its time is sold to advertisers and others just as is the time of any of the other large stations throughout the country. In the case of the Better Business Bureau, however, all the facilities and equipment of the station are turned over free of charge.

A Page from The Christian Science Monitor

THE CHRISTIAN SCIENCE MONITOR, BOSTON, FRIDAY, DECEMBER 10, 1926

CROPS IN SUDAN SURPRISE NATIVE

Value of Dura Makes Great Impression, as Rain-Grown Yield Fails

POLISH MINISTER BLAMES BANKS

Mr. Czechowicz Says Some Ill-Conducted Houses Should Be Closed

Are Your Goods Sold Abroad?

If so, The Christian Science Monitor can help you with your overseas selling and distribution.

We recently wrote to our London office asking service in Great Britain, Denmark, Holland, South Africa, and Egypt for an Iowa manufacturer.

This service means personal calls and investigation by our own advertising representatives.

The Monitor has advertising representatives in England, Scotland, Wales, Ireland, Holland, France, Germany, Denmark, Sweden, Switzerland, Italy, Greece, Egypt, Union of South Africa, and Australia.

SCHOOL QUERIES DAUNT ADULTS

London Examinations for 11-Year-Olds Would Worry Most Parents

UNDER CITY HEADINGS

France — MENTONE, A. M.

Pension du Midi — NICE — Boyhanian — FOR SALE — Lavender House — PARIS — Modeling — DE & SUSAN — DEUX CLAUDINE — Virgona — OFFICE AND APARTMENT FURNISHINGS—TAPESTRIES — Painting Stationery HERBERT CLARKE — Unique Hand Bags — The Rivoli Tea Room — Modes — Hélène Krieger — Walk-Over — Real American Shoes — JANE HENRY — G. BUREAU

France — PARIS

Marcel Coiffeur — THE MAISON RUFFIE — VIARLOT — MARION — MODES FLORA JESSYE — PERFUME de LUXE — PRINCESS MARY'S HOSIERY — DOVE — Germany BERLIN — Holland THE HAGUE — MRS. VAN ZEGGELEN — Italy FLORENCE — By Appointment to the Royal House — GIUSEPPE GIANINI — ARTISTS' MATERIALS — ALFREDO CIAMPI — GEORGE A. COLE — ART DEALER — CARLO CALDERAI — FINEST TABLE BUTTER — G and C Terzani Brothers — FURRIERS

Italy — FLORENCE

CAMPANI and LONATI — ROME — WALLACE SERVICES — Roman Pearls A. REY — MISS STELLA SAXTON — VENICE — GRITTI BROTHERS — Sweden GOTHENBURG — STOCKHOLM — A. B. JOHN V. LOFGREN & CO — CARL HELLBERG — A. B. Fredrik Piripmagasinet — S. A. R. N. A. N. — BIKERT — Switzerland BASEL — BEATENBERG — BERNE — DUCRESEN — A. RUOF — Jewelers — Our Home Made Orange Marmalade — MERCURE — MEYER-MUELLER Company, Ltd. — Carpets and Linoleum — DINNER-SETS — Wedgwood & Langenthal — Wwe. Christener's Erben

Switzerland — BERNE

ED. MEYER-v. BERGEN — GENEVA — THE — FUR STORE — MELLIARD-FISSOT — MAISON JEANTET — MODES — CHOCOLATS PURTLIST — PERRIN'S GLOVES — CH. EGGIMANN — LAUSANNE — RESTAURANT CHALET DES ENFANTS — NEUCHATEL — CONFISERIE TRIPET — TEA ROOM — ZIMMERMANN S. A. — HIGH CLASS GROCERIES — ST. GALLEN — VILLARS S/ BEX — ZURICH — ENGRAVING — Frau Surber — BEST SWISS WATCHES — Miss LOUISE APPENZELLER

Switzerland — ZURICH

Hats and Caps Umbrellas — GRUMM-BECKERWERTH — MELBOURNE — CRAIG'S — Craig, Williamson Pty. Ltd. — Book Lovers' Library and Book Shop — The Kalizoic — Before you Fence — CHUCK — THE CHUCK FENCE CO. PTY. LTD. — Melbourne — CLARKE & CO — FURNITURE — D. FALLSHAW & SONS — Complete Home Furnishers — MURDOCK'S — PIANOS — J. W. EDWARDS — C. LEAVY — GENERAL CARRIER — DICK LEE — G. JERVIS MANTON — LEES FOOTWEAR — INSURANCE — THE BUTTERY — BOLDNER — GIFTS for ALL OCCASIONS — MERLE'S

Australia — MELBOURNE

RONALD'S CENTRAL — FLORISTS — GEORGE PEAKE — ANNETTE R. JUNOR — ART LEATHERWORK — THE FIVE TOWNS CHINA and GLASS STORE — LETHBRIDGE & WALLER — GEO. PITBLADO & SON — SYDNEY — STAR PHOTO CO — EDWARD FAY Ltd — INSURANCE COMPANY Ltd — THE VICTORY — ACCOMMODATION — **South Africa** — BULAWAYO — CAPE TOWN — MADAME DORAYA — MISS GRACE HILL — J. LAWLEY & CO., Ltd — S. A. MOTORS — DURBAN — MODEL LAUNDRY — Phone 144. — Seaton Private Hotel — JOHANNESBURG — L. GLAUSER & Co. WHK — FENNY FARMERS

The Setting that Enhances the Product

By Edgar Quackenbush

AS a medium for advertising illustration, photography is far from being novel. It has been used for a great many years in a great many ways to advertise a great many products. That it has proved successful is best attested by its steady, if unsensational, increase in popularity over an extended period of time. As advertising has become increasingly art conscious and as photographers have experimented and probed more and more deeply into their medium of expression, it has become apparent to most of us that the surface of the possibilities of this great art has scarcely been scratched.



Photos by Winemiller & Miller. Courtesy Minute Tapioca Company

Certain products, by their very nature, lend themselves readily to advertising through the camera lens. It is altogether fitting and proper, for instance, that Kodak should illustrate its admirable insertions with the work of its own product; with photographs showing the amateur photographer in the act of photographing. Of course, that is obvious—which means no reflection upon the simplicity, naturalness and good taste which has characterized the notable work of this Rochester concern.



Courtesy Colgate & Company

Other products can best be brought before their prospective buyers when they are shown clearly and in detail with the keynote of veracity which the photograph gives. "The camera doesn't lie" has become something of an axiom, in spite of the fact that many persons with varying degrees of experience are becoming convinced that this is, to say the least, a somewhat broad statement. Hence we have attractively pictured clothing — masculine and feminine— men's hats, gloves, silverware, and any number of other articles with which we are all familiar. The work of the camera here is perfectly straightforward and simple. It must create an attractive picture from life —or still life. It must have due regard for lights and shadows and composition, but its primary purpose is simply to reproduce reality.

The camera, however, can do much more than this when called upon. It can, when properly handled, not only reproduce the product with photographic accuracy of detail, but it can as well give to that product a highly distinctive character of its own. Such a character cannot be fictitious. It must be carefully brought out from some inherent quality in the product which may previously have been hidden or at least sublimated. As the skillful portrait painter brings to the surface the true character of his subject, so may the skillful advertising photographer bring out from an inanimate product a certain subtle something that immediately sets that product apart in the observer's mind and, incidentally, greatly enhances some particular selling point.

There are many ways in which this may be done, as the various illustrations on these pages are intended to show. Note the Colgate photograph for a moment. Two feminine hands hold aloft a bottle of perfume against a background of soft darkness. Light strikes the

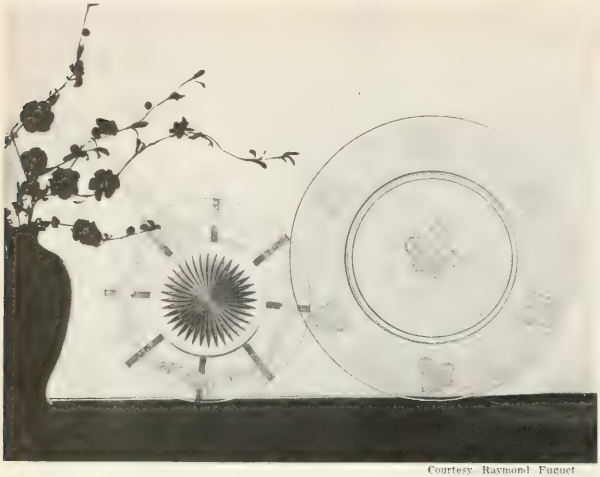


Courtesy The Pompeian Company

"...All from One Package of Knox Gelatine"



The *versatility* of Knox Sparkling Gelatine is the Interrupting Idea which differentiates it from the ready-flavored kind. Realistic illustrations of desserts, salads and candies—*all four being made from a single package of Knox Sparkling Gelatine*—attract the reader to copy which sells the uses and economy of the product. Recipes of the dishes illustrated serve as a clincher. This advertising is prepared for the Charles B. Knox Gelatine Co., by the Federal Advertising Agency, Inc., 6 East 39th Street, New York.



Courtesy Raymond Fuguet



Courtesy Wood & Hyde Co.

hands and one side of the bottle, while the other side merges into the background. A faint triangle of light pierces the shadow at the left center of the composition, and against this falls the indeterminate shadow of the container, so vague as to be the mere wisp of an impression. No figures in the picture, no movement; nothing to distract the eye from the product advertised, save the hands which lose themselves in shadow on every side. Graceful hands; they carry out the graceful lines of the container that they hold. The odor of a perfume cannot be literally embodied in white space and crude printer's ink, but somehow, inexplicably, the hint of a subtle scent seems faintly to permeate that atmosphere of shadows.

Pompeian obtains a somewhat similar effect in their photograph. Here again the background is soft and shadowy, but relieved in this case by the glow which emanates from behind the small dark Buddah in the foreground. Slender branches with indeterminate clusters of white blossoms blend into the soft focus to support the illusion of unreality. In the foreground, its whiteness standing out in clear focus, stands the Pompeian jar. You can read the name printed on the label, so clearly does the jar stand out, and yet it is not so conspicuous as to mar the effect of the whole. Very delicate judgment drew the line here.

Minute Tapioca resorts to a more conventional type of still life to put over their sales message. Conventional? Perhaps so, by comparison, but the effect obtained is eminently successful. Here is the corner of a table, covered with a dainty tea cloth. The focus is sharp this time; so sharp that in the foreground it is possible to make out the weave of the linen, and yet not so sharp as to intrude harshly upon the observer's sensibilities. The shadows are clearly defined as though an afternoon sun were pouring through a nearby window. The naked eye may discern each globule of the tapioca itself in the fragile crystal dishes, yet the whole effect is one of delicacy. Every trace of severity has been eliminated to gain this effect. No Emily Post set this table. It is for the children's supper, and its informal daintiness brings out to the fullest extent the daintiness of the product which is being advertised.

RAYMOND FUGUET advertises cut glass with remarkable effectiveness without departing very far from the conventional. Simply two glass plates, one large, one smaller, standing on edge against a background of gray. There is sharp contrast in the black of the foreground and the silhouette of the vase and flowers at the left. The whole is simple; extraordinarily simple. And therein lies its charm. As for the glass itself, every detail of the workmanship is brought out with enhancing clearness. It is delicate, this workmanship; often it nearly loses itself in the transparency of its medium. Yet the camera touches it all and brings it to the fore. Before the searching lens, what might have been mere glassware assumes a distinctive character of its own which at once lifts it from the ruck.

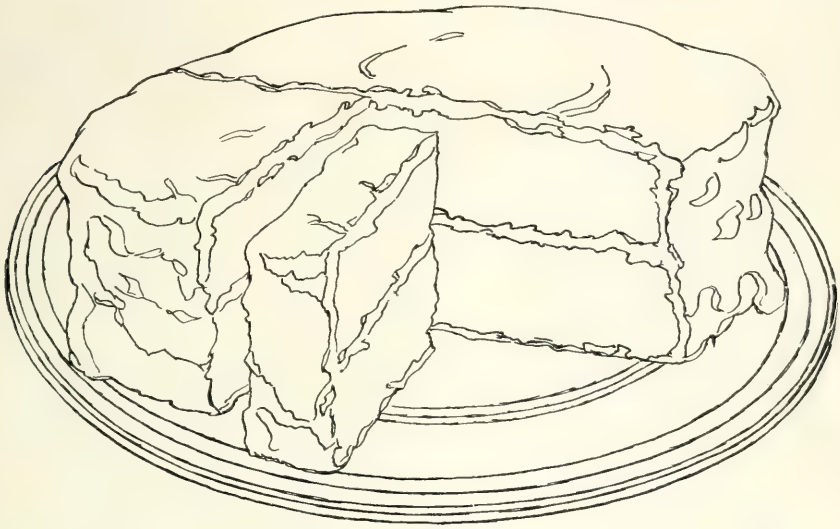
Again conventional and simple, yet extremely effective, is the illustration for Wood & Hyde, top of page at right. Simply, the product is shown against a sublimated background. It was not so many years ago that decapitated ladies were taboo in the advertising of such a product as this. Instead of showing simply gloves, the advertiser would have treated us to a well-groomed female, quite impeccable from head to toe. Gloves would have been upon her hands and, without the slightest doubt, the fatuous advertising smile upon her lips. It would have been an open question which was the most immediately apparent to the observer. Here we have gloves and nothing but gloves. A gray handbag reposes under the gloves and merges gradually into a background of fur piece and dress. There is no overlooking the advertised article, for only the most attentive observation will disclose the other details. The gloves stand out and must speak for themselves. That they do speak for themselves, that they immediately carry to the observer a thorough and convincing sales message, is the reason that they are being reproduced in connection with this article.

This is but one of a great many phases of present-day advertising photography which might be dwelt upon. More and more advertisers are coming to realize the possibilities of this medium of artistic expression. The camera is no longer to be considered a simple instrument for reproducing in slavish detail a literal likeness of its subject. Rather, it is a flexible weapon which may convey impressions and characteristics with an aptness fully equal to that of the painter's brush. As the artists of the lens continue to develop their sphere of activity, an increasing number of advertisers will find therein a potent source of selling aid.

Will Mr. Ralph Starr Butler, Advertising Manager of Iglehart Brothers, Inc. Division, Postum Cereal Co., please read this page.

We Bake All *Our Cakes, Mr. Butler:*

The answer was about what you'd expect, considering the kind of farm homes that Comfort reaches. According to our survey 99.4 per cent of Comfort subscribers bake their own cakes. That is not surprising when you remem-



ber that 78 per cent of Comfort's subscribers own farms averaging 198 acres.

But here's the rub—*or, rather the opportunity*. Of the 99.4 per cent who bake their own cakes, only 16.84 per cent use Swansdown or other special cake flours. We don't know how nearly this 16.84 figure lines up with the country as a whole, but we do think the opportunity is an unusual one in that we are *certain* that the woman in practically every Comfort home *does bake her own cakes.*

We know a lot of things about our million subscribers that we will be glad to tell you, Mr. Butler or, for that matter, we will be glad to tell them to anyone else who is interested in selling good things to eat, wear or use.

COMFORT—THE KEY TO HAPPINESS AND SUCCESS IN OVER A MILLION FARM HOMES—*AUGUSTA, ME.*

NEW YORK, 15 EAST 40th STREET · · CHICAGO, 1635 MARQUETTE BUILDING

LAST FORMS CLOSE 28th OF SECOND MONTH PRECEDING DATE OF ISSUE

What Kind of "Dealer Help" Really Helps the Small Store?

By William Nelson Taft

IF you say "dealer help" to the average advertising man, he usually thinks of a little booklet or a lithographed window card, a counter display or something that can be used as an envelope stuffer. These are the things which are supposed to "help" the dealer. To "help" him do what? To sell more of that particular manufacturer's products, of course.

The reason that the advertising man defines "dealer help" in this way is because, whenever anyone says "retail outlet" to him, he visualizes a little store. He thinks of a none-too-well educated "dealer" or "retailer" or "store-keeper"—a man who keeps his store because his store does not keep him—a man to be talked down to—a man to be kidded along—a man of little importance, except when his individual value is multiplied by the thousands of stores which he is supposed to represent.

The kind of "dealer help" designed for a man of this type—and the kind of dealer help thinking which places this man in the foreground, thus obscuring the rest of the market—eliminates from consideration the "dealers" who, in many lines, are selling 70 to 85 per cent of all the merchandise sold at retail in the United States today.

It is for this reason that I feel we shall make better progress and reach more valuable conclusions if we start out with two or three clear-cut definitions.

In the first place, we should discard the conception of "dealer help" which confines work of this kind solely to the preparation and distribution of circulars and show-cards and should emphasize the H-E-L-P point of view.

Secondly, we should place the "dealer" under the microscope in order to find out just what and where he is. If this is done, it will be discovered that there are two entirely separate and distinct classes of dealers which must be taken into consideration by anyone who approaches the problem of "helping" them.

The line of demarcation between these two varies somewhat with different types of retail business. More than 95 per cent of all the grocers of the United States and almost as high a percentage of druggists will be found on one side. All the department stores and a substantial percentage of men's and women's wear stores lie on the other.

Possibly the clearest way of defining this line is to call it "the line of departmentalization"—a long word, and justly so, since it points out the far-reaching differences in the stores it separates. The moment a store becomes departmentalized it moves out of the lower class, because, by this action, it splits its internal mechanism into a number of separate, yet closely allied units, which function as a whole.

All of these stores are "dealers." Their functions are, however, different, and the small store is, in reality, simply a *distributor*.

THIS "distributor-dealer" has little initiative and little opportunity for initiative because the limits of his business are geographical and his trading radius very small. His only way to expand is to establish other stores and, when he does this, he becomes an embryo chain and automatically steps out of the purely "distributor" class.

This type of dealer is not, however, so ignorant as some of us believe—which is one of the reasons why so much of the so-called "help" designed for him goes to waste. He is smart enough to see that many propositions labelled "dealer helps" are really "manufacturers' helps," and because of this he allows the material to accumulate in his cellar until the pile reaches a size sufficient to warrant a visit from the junk man.

Not so long ago, just as one example, the heads of six of the largest companies manufacturing electrical goods got together and figured out how much they had spent on dealer helps during the past year. To their amazement, they found that the total was in excess of $1,500,000. "And," as one of the officials declared, "the tragedy of it is that fully 75 per cent of this amount was wasted, for not more than a quarter of the stores used the material we sent them."

BUT, before placing the blame for the wasted money on the shoulders of the retailers—as the manufacturers did in this instance—it might be well to take a look at some of the "dealer helps" for which this money was expended. Many of them were elaborate set-pieces in which "Tongue A is to be bent over at an angle of sixty degrees and inserted into Slot M, at the same time putting the right-hand flap into the opening marked X on the easel"—puzzles which might be entertaining enough if one had a whole day to devote to them, but which eat up entirely too much time in an efficiently operated store.

Also included in the wasted 75 per cent were thousands of circulars, leaflets and envelope stuffers of various kinds; newspaper electrodes with 1 per cent of the space allotted to the name of the store and the remaining 99 per cent devoted to the manufacturer's advertising; window display material of such size that, once it was placed in the windows, nothing else could be shown in the same space, and similar matter supplied under the "Let us help you" plea which, when translated, too often reads: "Let us help you to help us."

Nevertheless, there are many types of genuine dealer helps that the "distributor dealer" will accept and use, but in order to discover these, we must have a clear-cut picture of the "distributor-store."

"Helps" of this kind should be designed for the grocer, the druggist or the hardware store, the small shoe, men's clothing, jewelry, furni-

[CONTINUED ON PAGE 82]

Portions of an address before the Dealers' Service Conference, Dayton, Ohio.

They're broadcasting business for YOU here

tune in!

Make the acquaintance of Henry Stabler of Illinois, one of the 815,000 Midwest farmers who read *Capper's Farmer*—prospects for your client's products.

One morning last December Stabler, listening to the radio market report, learned of a record run on hops in Chicago and a resulting price drop. He stopped his shipment of hops, just starting on their way—held them a week and then sold at an advanced price. The radio market report saved Stabler $175 on that deal alone.

His experience is just one of the dramatic cases cited in *Capper's Farmer* this month—showing how radio, with its weather forecast and price quotations, is revolutionizing farmers' methods and increasing their profits.

Today only about 20% of the farmers own radio sets—a low figure. But some 815,000 farmers are reading these stories in *Capper's Farmer*—shrewd men, quick to see what radio might accomplish in their business. Prosperous, too.

Thousands will decide to buy a radio at once—the better sets, too. And they'll hook right up with certain advertisers in *Capper's Farmer*—Atwater Kent Manufacturing Company, Crosley Radio Corporation, Charles Freshman Co., Inc., Radio Corporation of America, National Carbon Company and Burgess Battery Company.

Capper's Farmer is the Midwest farmers' trade paper. Their Advertising and Selling Fortnightly. They read and follow it because it's written for farmers *by* practical farmers.

Every issue of *Capper's Farmer* broadcasts ideas about all kinds of goods for farm and household.

Aren't you going to tune in on the program?

M. L. Crowther
Advertising Manager

CAPPERGRAMS

13 Midwestern States covered by *Capper's Farmer* have only 38.8% of the farmers of the United States, yet they produce

54.5% of the corn
59.6% of the wheat
48.0% of the cotton

and possess

57.7% of the value of the livestock
62.1% of the value of farm lands

Think what radio market reports and weather forecasts mean in this territory.

As for *rural buying power*, this income is almost equal to that of the rest of the United States combined.



Sell *this Territory thru*

Capper's Farmer

Published at Topeka, Kansas, by Arthur Capper

815,000 Circulation

THE MIDRIFF OF THE WORLD IN THE MIDWEST OF THE NATION

The 8pt. Page
by
Odds Bodkins

MY mail this week is positively cluttered with manifold copies of the texts of the first telephone conversations between New York and London advertising interests, and photographs of some of the parties conversing. I am powerfully interested in the fact that some of our advertising men talked with some of England's advertising men on Jan. 7, but strangely uninterested in just what they said or how they looked when they were saying it. Nor am I particularly interested in the first advertisement that was telephoned across the ocean, especially in view of the fact that I have before me on my desk two "first" advertisements.

Personally, I rather dislike to get close enough to an event of such historic significance to listen in. It is ever so much more thrilling to stand off and look at Jan. 7 as a significant date in the progress of communication between nations. I believe this telephone communication is going to mean much to business, as soon as the publicity phase is past and our self-consciousness about it has worn off. And I think it is going to have a far reaching effect in internationalizing advertising and marketing. I look forward with a sense of adventure to the first time I shall have occasion to telephone London—in the ordinary course of business.

—8-pt.—

And speaking of London, I have a pet hobby which I am going to indulge when I have the means—and it wouldn't cost a fortune. I am going to have a personal London office. Not desk room, mind you, but a real office. Just for the satisfaction of it.

I have the general location settled on. In fact, I have seen the bottom of the stairs that lead up to my office. You go down the Strand several blocks past the Cecil, and when you come to a certain little alley you turn in, and there on your right is a funny little hole in the wall with a stairway leading up—twisting up would perhaps better express it—to some place or other where there must be a room just such as I want for my office.

The room will be small. In it I shall have a rather battered refectory table, and drawn up to it an oaken arm chair, whittled as to arms and worn as to rungs, and a like chair for any chance caller (only one at a time). On the table there will be placed every morning by a charwoman (whose services I shall engage for a few pounds a year to keep the place clean) a copy of *The Times*, in case I should happen to drop in that morning from America. And each fortnight a copy of ADVERTISING & SELLING will be left at the door by the postman, to be taken in the next morning by my charwoman, and placed at the opposite end of the table from *The Times*.

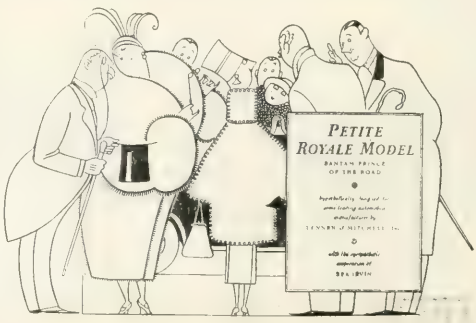
And waiting expectantly to be opened, right beside the old brass paper knife on my table, will be a few letters—even if I have to write them to myself. But I sha'n't have to, I'm sure, for I believe I have enough friends who would like the spirit of my London office to write me occasionally, even when I am not there. Let me see, I think I could count on Tom Dreier, and Earnest Elmo Calkins and Corinne Wells, and surely F. K. (he'd probably have a letter there begging me to get in my 8-Pt. copy earlier this week!); and Rytt, of Sumter, South Carolina; and John Allen Murphy; and perhaps a letter from A. W. Shaw; oh, yes, and a longhand letter from Charles R. Flint. Even some of my London friends—Sinclair Wood certainly—will drop me a line occasionally.

. . . Oh, it will be fun, some morning, to skip up the old stone steps and put the clumsy big key in the rusty old lock and enter and sit down and open my mail in my London office and then lean back and read the morning *Times!*

And then—write a batch of 8-Pt. copy to get off on the next steamer!

—8-pt.—

It takes considerable of a piece of copy to make New York advertising men sit up and talk about it, and it





takes almost an advertising earthquake to shake up the automobile fraternity during New York show week.

But Lennen & Mitchell, Inc., succeeded in doing both right in the middle of the week with a full page newspaper advertisement "Announcing the Lennen & Mitchell Six."

The picture, which occupied almost half of the page, will serve to illustrate the car, a thoroughly hypothetical six, which Lennen & Mitchell hope some manufacturer will make for them to advertise. Meanwhile they admit that they would not be averse to advertising some actual six—or four or eight, I take it—if any motor car manufacturer can be weaned from Detroit, advertisingly speaking.

—8-pt.—

Another outstanding feature of automobile show week was the booklet, "The New York I Know," by Karl K. Kitchen, presented to attending automobile men by the Spicer Manufacturing Corporation, makers of universal joints, etc. K. K. K. certainly knows his New York, and according to figures supplied by the Lillibridge agency, which produced the book for this client, he shared his knowledge with some five thousand enthusiastic attenders of the show, who wanted to know how to go about having a good time in New York, and where to park their wives while they picked padlocks!

—8-pt—

Whoever edits J. Walter Thompson Company's *News Letter* shares Bernard Shaw's idea of enjoyment, for in the current issue appears this paragraph from the preface to "Man and Superman":

> "This is the true joy in life: the being used for a purpose recognized by yourself as a mighty one; the being thoroughly worn out before you are thrown on the scrap heap; the being a force of nature, instead of a feverish, selfish little clod of ailments and grievances, complaining that the world will not devote itself to making you happy."

I'll join G. B. S. and the editor of the *News Letter* and make it a threesome. Any more candidates?

MILWAUKEE—FIRST CITY IN DIVERSITY OF INDUSTRIES!

47% More National Advertising in *Two* Years!



NATIONAL ADVERTISERS are realizing that one of their best sales territories is the Milwaukee-Wisconsin market, first in diversity of industry and first in value of dairy products. Each year sees the influx of more national advertisers in all lines of business, and each year The Milwaukee Journal becomes a more productive and economical sales force in this rich market.

In two years the volume of paid national advertising in The Milwaukee Journal has increased 47%—from 3,330,668 lines in 1924 to 4,897,542 lines in 1926, the biggest year in Journal history.

A Record Year!

The Milwaukee Journal, during 1926, broke every previous advertising and circulation record in its history.

In total annual volume of paid advertising The Journal printed 18,950,379 lines, exceeding by 596,066 lines the high record for Milwaukee newspapers made by The Journal in 1923.

In net paid circulation The Journal reached a new high peak in December, 1926, with an average of 153,598 copies daily and 168,850 copies Sunday.

No other paper is needed to thoroughly cover and sell the Milwaukee-Wisconsin market.

Sell This Market in 1927!

During 1927 all indications point to a continuance of the high level of buying power in the Milwaukee-Wisconsin market. No matter what *you* sell, you can sell a maximum volume here at the lowest possible advertising cost per sale through The Milwaukee Journal *alone*. Build business here through the paper that reaches more than 4 out of every 5 Milwaukee families, and goes into the better class homes throughout every Wisconsin community.

THE MILWAUKEE JOURNAL

FIRST BY MERIT

WISCONSIN—FIRST STATE IN VALUE OF DAIRY PRODUCTS!

"What Is Wrong with My Advertising?"

[CONTINUED FROM PAGE 20]

they will take the guest to the worst seat in the place, unless he makes a monetary overture for a better location. It is easy to appreciate that when a guest asks for special service the head waiter should be tipped, but no one has ever been able to explain why this functionary should receive a tip when the dining room is nearly empty and hundreds of good, unreserved tables are available.

The doormen of this hotel also fail to support its advertising. Should a guest, coming out of the hotel, happen to hail a taxi other than one of the doorman's selection, the unfortunate chauffeur so hailed is usually given a piece of the doorman's uncultured mind. This makes a delightful impression on the departing guest. The avaricious doormen that this and many other hotels employ, drive away many of the guests.

The flaws in the service of that hotel, which I have mentioned, are trifling things. Probably the average guest does not even notice them. However, in the course of a year hundreds of guests do notice these little improprieties and are so annoyed by them that they transfer their patronage elsewhere.

JUST as a little leak will sink a ship, so little mistakes in management will break a business. The big mistakes are so obvious that they are seen and usually corrected in time. But the trifling blunders are likely to go unnoticed until they have wrought so much damage that it is impossible to undo it.

Every blunder of which the management of a business is guilty detracts that much from the effectiveness of its advertising. The advertising is not to blame, but unfortunately it must suffer in consequence of bad management.

A common situation is one in which the advertising is not tied close enough to the business. The advertising, in itself, is all right; but it is run as though it were a separate business.

I am familiar with the details of one company where this was the cause of the trouble. The company is one of the oldest advertisers in America. Its advertisements have long been noted for their beauty and high character. The president complained, however, that he had never been able to trace many sales to his advertising. The business had been showing consistent increases, but it was hard to attribute these increases directly to the advertising.

This company had been selling its product entirely through its own chain of stores. These stores are located in a half a dozen cities in the East. This made it clear that the cause of the trouble was that the average reader of the company's advertising was unable to buy its products conveniently. To be sure, all of the advertisements contained a mail-order offer. But this offer was couched in such conservative language that it did not bring in many orders.

Because of the president's criticism, two changes were made in this company's methods. Agencies were established in most of the large cities throughout the United States. A high-class store in each place was induced to stock the line and to follow-up all inquiries arising in that locality. Mail orders are now filled from these stocks, where they are not too far removed from the purchaser.

The other change had to do with the advertising. The mail-order offer was written in more intensive style. The advertisements retain their dignity and fine character, but readers are now told in unmistakable language how they may get the products, if they do not find it possible to visit one of the company's stores or agencies.

Putting this additional twist in the advertisements has enormously increased the direct returns from the advertising. In fact, the whole business has taken on new life and is going ahead as it has never gone before.

And yet, no serious change was made in the advertising. Aside from the fact that its mail-order offer was weak, the advertising of this organization was above criticism. It was the management of the business that fell down in not making it easier for prospective customers to buy.

In that statement, "not making it easier for prospective customers to buy," we have the key to what is wrong with many advertising campaigns. The advertising, itself, is effective. It is both interesting and convincing, but it does not tell the reader how she may buy the thing advertised. "Ask your dealer," "At all good hardware stores and department stores," and similar directions are not sufficient, for the reason that they are seldom true. Not one "good hardware store" in six will have the article, but they will have a competing product which the disgusted shopper is usually glad to accept as a substitute.

Not long ago a publisher gave me the privilege of examining his advertising morgue. I there read the obituaries of about a dozen so-called advertising failures. It was surprising with what unanimity the coroner's verdict, in accounting for these failures, read, "Inadequate distribution contributed to the collapse of this campaign."

Advertising, be it ever so good, cannot succeed unless people are able to buy the thing advertised. This is fundamental. Advertisers are not fair to their advertising when they expect it to sell without the backing of distribution.

LACK of distribution is such a frequent cause of trouble that when an advertiser asks what is wrong with his advertising, it is nearly always a safe bet to direct the conversation toward the subject of distribution. Nine times out of ten, in this direction will be discovered the reason for the advertiser's dissatisfaction. When the "wide, open spaces" are filled in on the distribution map, the advertiser will no longer have cause to complain that his advertising is not pulling.

Of course, we all know that advertising can be used to get distribution. But it will not get it alone, without the help of salesmen. Nevertheless, it is often expected to function without assistance. "If advertising is powerful enough, it will get retailers to stock the goods" is the conclusion of too many advertisers. The trouble with that conclusion is that it is only a half truth. Powerful advertising will get distribution, but not unless *it is merchandised to the trade.* It is surprising how large a percentage of retailers will neglect to stock articles, even those that are in demand, unless a salesman asks them to buy. They are sold and ready to buy, but it requires a salesman to push them over the line.

I KNOW of advertisers who have been advertising for years, and who today have about the same distribution that they had when they started. I encountered one such advertiser who was on the verge of quitting. "It's no use," he said. "We are no further ahead than we were ten years ago." An investigation disclosed the fact that this advertiser had only a fourteen per cent distribution. His salesmen were calling on the same dealers year after year. They rarely tried to open a new account. They seldom mentioned the company's advertising to the trade. The poor, neglected advertising wasn't getting even a Chinaman's chance to show what it could do.

And this brings us to another cause of dissatisfaction among advertisers: Their salesmen are secretly opposed to the advertising. In some cases they are in open rebellion against it. Believe it or not, in this enlightened year of advertising history, there are still thousands of salesmen who firmly believe that if their companies continue to advertise, eventually it will do them out of their jobs. They think that salesmen and advertising are in competition. Holding this belief, they lose no chance to "knock" the advertising.

The head of a large company suspected that this explained what was wrong with his advertising. He liked the advertising. It was strong and convincing. The public seemed to like it, too, as was proved by the large number of inquiries that were received. But somehow the advertisements did not appear to be having much of an effect on sales.

The president determined to take a road trip to find out why his advertising was not received more enthusiastically in the trade. In calling on dealers he represented himself as a special investigator, sent out by the company to discover what was wrong with its advertising. Merchant after merchant told him that the company's salesmen advised them not to pay any attention to the advertising, as the "Old Man was advertising so as to reduce his excess profits tax."

When the salesmen were later confronted with these facts, their excuse was, "We didn't want the advertising to succeed, as it would show that it

This is the year of *Intensive Buying* in the Oklahoma City Market-



The pulse of the Oklahoma City Market is clearly indicated by the activities in Oklahoma City in 1926.

Bank deposits in Oklahoma City banks increased $6,140,660.41 over 1925!

Building permits topped the previous high mark set in 1924, by over $1,000,000!

One hundred thirty-two new firms moved their offices to or began operations in Oklahoma City in 1926!

Out through the State this remarkable showing is backed up by a crop valuation which is 27% better than the national average for 1926—an oil production in the Seminole-Earlsboro field, just sixty miles from Oklahoma City and a part of the Oklahoma City Market, that is sending untold wealth into this already prosperous center.

This is the market that is open to you in Oklahoma. Big sales opportunities are here. Talk directly to the buyers in this market—recognized by the Audit Bureau of Circulations as 728,624 strong—through the Oklahoman and Times.

Circulation Daily, 144,000—Sunday, 88,000

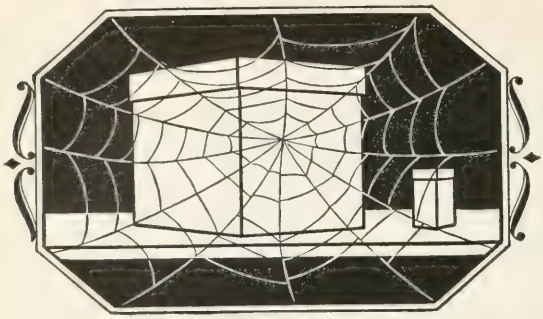
The DAILY OKLAHOMAN
OKLAHOMA CITY TIMES

thoroughly and alone — cover — *the Oklahoma City Market*



E. KATZ SPECIAL ADVERTISING AGENCY

New York Chicago Kansas City Detroit Atlanta San Francisco



A better standing among dealers

WITHOUT departing from conservative policies, without entering upon an aggressive campaign to get more dealers, your problem just at this time may be to strengthen your position in the retail field.

What is required may be an effective means for increasing the interest of dealers in goods already on their shelves. Or, perhaps, additional aid is needed in helping dealers to apply sound merchandising methods to increase the turnover.

But vague, general plans cannot succeed. They must be explicit, clearly defined, specific. They must be in accord with the sales policy, with the sales objective. They must be formulated in sympathy with the dealer's situation as he sees it.

The very fact that plans for dealer improvement must be explicit, clearly defined, indicates that advertising in their support must be direct advertising, specifically planned to influence a certain individual in a given way.

To a discussion of this problem, we will gladly bring, at your request, a clear understanding of dealer buying and selling habits, a breadth of experience and a specialized knowledge.

EVANS-WINTER-HEBB *Inc.* Detroit
822 Hancock Avenue West

EWH

The business of the Evans-Winter-Hebb organization is the execution of direct advertising as a definite medium, for the preparation and production of which it has within itself both personnel and complete facilities: Marketing Analysis · Plan · Copy · Art · Engraving · Letterpress and Offset Printing · Binding · Mailing

could get business that we couldn't get."

It would seem that at this late date it should be unnecessary to advise new advertisers to explain to their salesmen the whole theory and purpose of advertising at the very outset of their campaigns. But, apparently, there are advertisers who still need this advice.

Another piece of carelessness, for which advertising is frequently blamed, is that many advertisers fail to answer their inquiries immediately. Most advertisers are too negligent in this respect. A man who was thinking of building a house wrote to a number of advertisers of building material. It took these advertisers all the way from five to thirty-three days to answer.

THESE manufacturers are imposing a terrible handicap on their advertising. The copy interested the prospective buyer enough to cause him to write for more information. Instead of expressing appreciation for his interest, the advertisers insulted him by showing that they did not regard his inquiry as important enough to answer at once.

When will advertisers learn that a prospect's enthusiasm begins to cool shortly after he has finished reading their message? The copy may have worked the reader up to the white-heat of eagerness. He may have sat down and written for a catalog, a booklet, or whatever the advertiser offered. But the next day his enthusiasm starts to wane. By the following week, the white in the heat of his zeal has disappeared. Even the red is losing its brilliancy. In a month, he may have entirely forgotten the advertisement.

So advertisers who delay in following-up inquiries run the risk of getting their literature to the prospect after his interest has subsided. If the matter he asked for had been sent immediately, the chances are that a sale would have been made.

I often encounter advertisers who complain that advertising appeals only to curiosity seekers who have no intention of buying. A certain manufacturer who held this view had changed agencies two or three times, hoping he would find one, as he expressed it, "who could write copy that would pull genuine inquiries." His latest agency, having had experience with advertisers of this turn of mind, insisted on making a careful study of the follow-up system. He soon learned that the advertiser was always so far behind in answering his inquiries that it was always ten days or two weeks before his prospective customers heard from him. In the light of this discovery a rule was made that all inquiries must be answered on the day they were received, even though it were necessary to put on a night force. The company has been following this new schedule for several months, and the results have been so satisfactory that the president has stopped complaining about his inquiries coming from curiosity seekers.

A number of advertisers have resolved that the purpose of advertising is to sell goods, and not to develop a lot of correspondence. For this reason they do not seek inquiries at all. To avoid receiving them they leave their name and address out of their advertisements.

This is an unfortunate tendency. It

affect the payroll less than the salary list. In the good old days, when only lawyers, teachers, doctors, could afford luxuries, wages had to be low enough to keep prices within the range of the limited professional income. Today, when the wage-earner is his employer's best customer, costs must be cut without too much affecting the purchasing power of the payroll.

From an article by Kenneth M. Goode in Advertising & Selling.

Who Are Your Customers?

Mr. Goode also says, "We live more than prosperously. The whole nation lives prodigally."

Reflecting this prosperity, thousands of readers send coupons with dimes and quarters to SMART SET advertisers. Mass production results in mass selling.

Young people, with natural impatience, want to begin where their parents left off. As a result, SMART SET with its half-million youthful, acquisitive, unprejudiced readers, produces sales at the lowest cost for a growing number of advertisers.

If you are searching for wider markets, thousands of new customers, you will find SMART SET'S readers responsive. They're today's buyers—*buyers for the next 40 years.*



SMART SET

R. E. BERLIN, *Business Manager*
119 West 40th St., New York
Chicago Office, 360 N. Michigan Ave.

Planned Advertising

Big Business Consults a Doctor

THE President of a big business decided to have a good Doctor look him over. Not because he felt sick. It was really an evidence of strength and an intention to continue well.

The examination was long and thorough. The Doctor presented his bill and the President paid it, well satisfied.

"Planned Advertising" does the same thing for a business. Almost the first customer who came to us, used "doctor" language when he talked with us. When a man comes for advice on a marketing problem we give the problem a tremendously thorough examination. We are criticized sometimes for being too thorough, too painstaking, too minute—never for being superficial.

Finally we give our recommendations and present the bill. Payment of that bill is the man's one obligation to us. He knows the amount before we start.

The man who went to the doctor might decide, after considering the report, to have him do a few things, perhaps to perform an operation or to put him through a course of training. He is under no obligation to the doctor but he might want to make further use of him.

The man who hires us to conduct an examination may ask us to carry out our recommendations. He may decide to call the transaction closed. In either case nobody is obligated.

We wanted an outside viewpoint of the operations concerned with the building of "Planned Advertising." Accordingly we invited Mr. George French, the well-known business writer, to spend a number of weeks with us observing us. He has put the results of his observations in a book the title of which is "Planned Advertising, Being the Planned Approach to Agency Efficiency." To any business executive we will gladly send a copy without obligation if he will inquire on his business stationery.

Please mark your calendar for a talk with us at the proper time.

CHARLES W. HOYT COMPANY
Incorporated
116 West 32d St., New York
Boston Springfield, Mass.
Winston-Salem, N. C.

PLANNED ADVERTISING
Reg. U.S. Pat. Off.

keeps many prospects from further investigating a product in which they were already interested.

The average person does not write to an advertiser out of curiosity. He writes for information. Advertisers should go the limit in offering to give him any that may be wanted.

IF advertisers still doubt the importance of inquiries, they should change their minds after looking into the experience of the radio broadcasters. Every radio station in the country is swamped with inquiries from thousands of "fans." The majority of these persons are really interested. When dozens of listeners will go to the expense of calling up an announcer on the long-distance telephone to tell him that he has mispronounced a word, or to give him the location of a river which he misplaced in his talk, it is time for advertisers to realize that they should invite inquiries to the extent, at least, of putting their name and address on the advertisements.

One Sunday evening, recently, a radio station in New York broadcast a poem on "Tolerance." In the next few days, the station received letters from hundreds of persons wanting to know where they could get that poem, and others by the same author. People who will take the trouble to write and ask where they may buy a thing are certainly not curiosity-seekers. Any advertiser who ignores this interest has no right to feel that there is something wrong with his advertising.

Another common mistake that advertisers make is in working up the enthusiasm of prospects and then, when they get ready to buy, throwing cold water on them. A laundry company, for example, does this. In its advertising it tells housewives that they are foolish to try to wash their curtains at home. It assures them that curtains can be done up much more satisfactorily at the laundry. Then, when readers of the advertising take the laundry at its word and give them their curtains to wash, they find they have to sign a document in which the laundry is exempted from all responsibility in case the curtains are torn or otherwise damaged during the laundrying.

It can be imagined that the tone of this legal-looking document is entirely different from that of the company's advertisements. If that laundry eventually finds that people are no longer answering its advertising, it will have no license to ask, "What is wrong with our advertising?" More to the point would be, "What is wrong with our management?"

It would be possible to repeat such incidents almost endlessly, but enough has been given to show that it is bad management more often than it is poor advertising that causes business men to ask, "What is wrong with my advertising?"

* * *

Now let us sum up what are the mistakes of management that most frequently reflect on the advertising. In this summary I am including not only the mistakes that have been already alluded to, but several others as well. I figure that these blunders may be catalogued under the following twenty-five principal groups:

1. Making promises or claims in the advertising that the service or the product does not justify.

How Advertising Men Keep Posted

NO longer is it necessary to consult many sources for the news of advertising.

READ THE NEWS DIGEST

Changes in Personnel
New Advertising Accounts
Publication Appointments
Changes in Advertising Accounts
Changes in Address
Are all reported in The News Digest

The News Digest bound as a separate section at the back of this issue will keep you up to date on all changes.

If you are not receiving Advertising and Selling regularly the attached coupon makes it an easy matter for you to get each issue.

One Year's Subscription (Including the News Digest) $3.00

ADVERTISING AND SELLING
9 East 38th St., New York
Please enter my subscription for one year at $3.00.

☐ Check Enclosed ☐ Send Bill

Name .....
Position .....
Company .....
Address .....
City .....
State .....

Canada $3.50 Foreign $4.00

A-S-1-26



VS.



"Although you have a wonderful story on the success of 'Bean Hole Beans (p. 49 of December 29th Advertising and Selling), we believe that the sales success of Pabst-ett in Iowa is even a greater tribute to the value of the advertising and merchandising of The Des Moines Register and Tribune. 500,000 cans of beans are quite a little, but I want to give you some figures regarding Pabst-ett which we believe go Bean Hole Beans one better. Pabst-ett advertising in The Des Moines Register and Tribune began May 17th, 1926. You will recall the attached 4-page dealer broadside which you published, and mailed to every wholesale and retail grocer in Iowa.

Mr. W. R. Patterson, General Manager of the Cheese Division of the Pabst Corporation, informed me today that the sales of Pabst-ett in Iowa from May until the end of the year were considerably over 12,000 cases, or more than 862,000 25c packages. Bear in mind that Pabst-ett was an entirely new product with which the public was not at all familiar, whereas everyone knows what baked beans are.

The only newspaper used in Iowa to attain this remarkable sales success was The Des Moines Register and Tribune. It is true that a Davenport newspaper was used, but this was a part of the campaign in the Tri-Cities (Davenport, Moline and Rock Island) and Tri-Cities sales are not counted in the Iowa total inasmuch as they are included under Illinois.

We knew when we selected The Des Moines Register and Tribune to carry the story of Pabst-ett throughout Iowa, that this one great newspaper was capable of doing the job single-handed. Our judgment certainly has been more than confirmed by the splendid showing of Pabst-ett, "the new and finer food," in your market."

Milwaukee, Wisconsin,
Jan. 10, 1927.

Klau-Van Pietersom-Dunlap-Younggreen, Inc.
By F. V. Birch.

A Tale of Five Crops

And how one state went forward while the rest lagged behind.

AS this is written the U. S. Department of Agriculture has just issued its estimates of leading crop values for 1926. Interesting reading. There are live stories behind these dry figures sometimes.

Crop totals are always an index to business conditions in Texas—America's most productive agricultural commonwealth.

The crops so far reported show a substantial net gain in Texas' farm income over 1925, *and this in spite of a general recession in prices—a decline in the national income from the same crops—and a severe slump in the world's cotton market.*

"Nothing can stop Texas," says George W. Coleman, president of Babson Institute. Is *your* wagon hitched to the Lone Star?

The Dallas Morning News and The Dallas Journal are your best media for the Dallas market area—richest and most populous in all Texas.

The Record
1926
CROP FACTS
(Texas' first 5 crops)

Corn
TEXAS GAINED
$34,628,000
AMERICA LOST
$262,631,750

Wheat
TEXAS GAINED
$29,199,000
AMERICA GAINED
$40,786,660

Cotton
TEXAS LOST
$69,250,000
AMERICA LOST
$450,753,789

Oats
TEXAS GAINED
$23,339,000
AMERICA LOST
$66,280,878

Grain Sorghums
TEXAS GAINED
$3,087,000
AMERICA LOST
$1,911,700

The Dallas Morning News
The Dallas Journal

An Optional Advertising Combination

If it's a triumph in every way it's an
EINSON-FREEMAN WINDOW DISPLAY

511 E. 72d St.
Rhinelander 3960
New York City

Specializing in window and store display advertising

Compelling!! Selling!!

Two of the built-in features of

Mechanical Advertising Displays

Write for circulars of Mechanical Books, Start and Stop Revolving Tables.

CHESTER MECHANICAL ADVERTISING CO., Inc.
430 West 45th St. New York, N. Y.

2. Running the advertising campaign as though it were a separate enterprise, instead of an integral part of the advertiser's business.
3. Not making it easy for readers to buy the thing advertised.
4. Making the copy too dignified.
5. Inadequate distribution.
6. Advertising without getting the cooperation of distributors.
7. Advertising without the support of the salesmen.
8. Not seeking inquiries or failing to answer promptly those that come in.
9. Throwing cold water on the prospect's enthusiasm.
10. Using packages, either as to size or to shape, that are out of tune with demand. For instance, trying to sell a dollar package in a twenty-five cent market.
11. Giving a product a name that people cannot pronounce or are ashamed to pronounce.
12. Advertising to the wrong end of the market. For example, offering an article as a baby food, when seventy-five per cent of it is consumed by grown-ups.
13. Devoting the advertising to the promotion of uses of the product that are far-fetched and impractical.
14. In a style market, offering products that are *passé* or obsolescent.
15. Not giving adequate service on repairs or parts.
16. Making light of complaints.
17. Offering so many things in the same advertisement that the reader is confused.
18. High-hatting the prospect. A take-it-or-leave-it tone in the advertising.
19. Being vague as to what the product is or for what it is used.
20. Distributing through old-fashioned channels of distribution. Refusing to recognize new channels.
21. Copying the ideas or methods of competitors. Lack of originality.
22. Giving recipes that were evidently untested, as they do not work out.
23. Over-picturing the efficacy of the product, by showing a smiling mother saying it is "all right, dear," when some catastrophe has just befallen the family.
24. Referring in a belittling way to competitive products.
25. Giving the advertisement a false lure, such as the heading, "It's yours for the asking," when smaller type describes the easy-payments.

Advertising "The New Yorker"

AN unusual piece of promotion work has been put out by *The New Yorker*, a weekly New York publication. Entitled "May we say a few words about our esteemed contemporaries," it consists of a series of comments on the leading New York newspapers. The originality of the pamphlet is to be found in the copy, which gives a shrewd appraisal of the character and personality of each paper. In the end there is, of course, a brief discussion of *The New Yorker* itself. The booklet is written in a sprightly manner and is illustrated in the margins with the excellent little sketches for which its sponsor is known and from whose pages they have been taken.

An Inhibition versus a Market

[CONTINUED FROM PAGE 34]

treme caution at every slightest move.

Our reprinting of Mr. Bonner's article elicited a number of comments from our readers. Among these was a letter from an advertising agent, inclosing a clipping of a late Miltiades advertisement which does make a direct appeal to women. The increasingly popular game of bridge is the peg upon which this appeal is hung, cigarettes and cards apparently being natural companions. Here there was none of the gentle insinuation which has sometimes been used previously by showing women in the background of the picture, obviously not in the least annoyed by the smoking of their masculine companions. Miltiades actually pictures women with lighted cigarettes in their hands.

Now there comes to our attention a four-color, back cover display by Marlboro cigarettes, manufactured by Philip Morris & Company, Ltd., Inc. This insertion consists simply of a feminine figure holding a vanity case in one hand and in the other a long cigarette holder from which a lighted cigarette sends up a waving column of smoke. The name, "Marlboro," across the top of the page, the slogan and price below that; at the bottom the name of the manufacturer; and an open package of the cigarettes stripped in the lower foreground of the picture. It was, in fact, both in illustration and typographic layout, a literal reproduction of the magazine's front cover.

Here is certainly a step in the indicated direction. But it is not a step altogether in the dark. The advertiser first made a careful study of public reactions, insofar as this is possible. Fiction writers have long made their women characters smoke quite as a matter of course, and magazine illustrators have followed suit with their drawings of women pictured in the act. And editors of such publications have had more than a little experience with the reactions of readers. Storms of protesting letters from "Old Subscriber" and his (or her) boy and girl friends greeted the first steps in this direction. Such letters continue to flow in (even this stainless publication has received a few!) but these diminish constantly in number and vitriolity. Writers and editors must reflect the life of their times, and their outland readers must catch up as best they can. Certainly the wind of public opinion *seems* to be setting in the right direction. But in this business of advertising painful experience has proved the inadvisability of jumping at conclusions.

MARLBORO has chosen its medium carefully. The back cover referred to appears in the February issue of *Le Bon Ton*, a magazine devoted to fashions and resorts. Its appeal is entirely feminine, but its readers are made up for the most part of the more sophisticated type of woman to whom feminine smoking is already something largely taken for granted. In short, the group toward which this appeal is directed is the group best calculated to be receptive, and least calculated to

back in
the days of
Alice Benbolt
the one paper buy
solicitation
was worth humming
but it's out
of date with space
buyers who
have ever had
experience
in markets of any
importance
Detroit Times
evening and Sunday

L·E·A·D·E·R·S·H·I·P· +

in ARGENTINA



The total number of cars in use throughout Argentina has been steadily increasing since 1923, at the rate of 50% per year.

* * *

The Automobile Show held recently in Buenos Aires gave added impetus to the development of a distinct "motor-consciousness" among the Argentine people.

* * *

200,000

motor-vehicles are now registered in Argentina.

* * *

97%

of these are imported from the United States.

"Ask LA NACION about Argentina"

LA NACION, of Buenos Aires

continues its undisputed leadership as **the** logical medium for reaching the class of readers who would naturally be prospective purchasers for automobiles and other luxuries, because it has not only the **largest** but also the **best** circulation.

Consequently—it is not surprising that LA NACION is the **preferred** medium of advertisers in display classifications. It continues to maintain the lead in American automobile lineage.

1926	LA NACION	Nearest Competition
September	21,896 lines	14,532 lines
October	20,804 "	10,612 "
November	17,402 "	7,084 "
TOTAL DISPLAY LINEAGE	502,953 "	397,381 "

LA NACION has the LARGEST circulation of any newspaper in Buenos Aires and is the ONLY newspaper in South America with a duly AUDITED and CERTIFIED circulation, along A.B.C. lines. **Audited** circulation is **authentic** circulation.

Editorial and General Office in the United States:
W. W. DAVIES
Correspondent and General Representative
383 Madison Ave., New York

United States Advertising Representatives:
S. S. KOPPE & CO., INC.
Times Bldg., New York
Telephone: Bryant 6900

Write for "Advertising in Argentina" and "Certified Circulation," by Dr. Jorge A. Mitre, Publisher of LA NACION

Folded Edge Duckine and Fibre Signs
Cloth and Paraffine Signs
Lithographed Outdoor and Indoor Displays

THE JOHN IGELSTROEM COMPANY
Massillon, Ohio Good Salesmen Wanted

The Baker's Helper CHICAGO

A.B.P. and A.B.C. Published Twice-a-month

Bakers' Helper has been of practical service to bakery owners for nearly 40 years. Over 75% of its readers renew their subscriptions by mail.

New York Office 17 E. 42nd St.
431 S. DEARBORN ST., CHICAGO, ILL.

Jewish Daily Forward, New York

Jewish Daily Forward is the world's largest Jewish daily. A.B.C. circulation equal to combined total circulation of all Jewish newspapers published. A leader in every Jewish community throughout the United States. A Home paper of distinction. A result producer of undisputed merit. Carries the largest volume of local and national advertising. Renders effective merchandising service. Rates on request.

American Lumberman

Est. 1873 A. B. C. CHICAGO

With over 100 paid correspondents in the largest producing and marketing centers the American Lumberman—published weekly—effectively

COVERS LUMBER FIELD

brindle into a highly reformative rage.

This rather spectacular opening gun, however, constitutes but a part of the Marlboro Spring campaign. This will consist of a striking new series of black and white, and black, gray and white single column insertions in an extensive list of general magazines. Here the feminine appeal is not so direct as it is in the four-color cover previously discussed. Against the background falls the shadow of a hand, obviously feminine, holding a cigarette from which writhes a languid ribbon of smoke. Marlboro achieves the feminine touch also through its slogan, which is one of the few cigarette slogans of today which actually does have that appeal. "Mild as May" is attractive in itself and suggestive of a dozen subtle connotations.

Just what actual effect these somewhat tentative, pioneering campaigns will have it is difficult to estimate. Obviously, the feminine market exists; a market whose actual value at the present time is up in the hundreds of millions of dollars and at whose potentialities one can merely guess. How it will respond to cultivation is highly problematical. The type of appeal best calculated to produce results is equally uncertain. In short, the feminine cigarette market is virgin advertising soil. But we hazard here the prediction that it will not remain thus for much longer.

TWO broad lines of attack are open to the advertiser. First, competitive advertising for the field which is known to exist already; and, second, educational advertising to further the use of tobacco among the well-known opposite sex. This second type of advertising would be certain to call down upon its head a great volume of criticism and abuse, as the belief still lingers that smoking is injurious to the health. Whether or not that is true can be answered satisfactorily only by the medical men, and the differences of opinion among these gentry at the present time can only confuse the problem in the mind of the layman. Millions know it as a soothing agent to the nerves, a more or less passive aid to restful contentment. Certainly excessive use of anything is detrimental to health. Excess eating foments indigestion, while excessive use of alcohol causes—well, a great many disagreeable events. So undoubtedly with tobacco. In any event, educative advertising, as such, should hardly prove necessary. Competitive advertising will be partly educative in effect. And, besides, the women are learning quite readily all by themselves. Once the bars of convention are let down throughout the country to the extent that they are in the East, the feminine market should approximate the masculine. The revising of such standards is the real problem of the advertiser.

Many manufacturers will undoubtedly bring forth brands of cigarettes specially blended to meet what is believed to be the feminine taste, even as some have done already. But so far as one casual observer can discern, there is little real difference of taste between the sexes. In any event, there can be but little doubt of the way the wind is beginning to blow, and with such a market awaiting the manufacturer we may expect almost any day to see him right out after it.

This is a prediction.

again— The Star's Biggest Year

unceasing gain!

29 MILLION
Lines of Advertising

In 1926 The Kansas City Star carried a total of 29,075,996 lines of advertising (morning, evening and Sunday). In 1925 the total was 27,228,390. Think of it! In a single year:

1,847,606 Gain!

constant growth!

½ MILLION
Circulation

The Kansas City Star enters the New Year with a circulation of 504,239 copies a day (morning and evening). Compared with last year's record, this "more than half a million a day" circulation represents:

6,378 Gain!

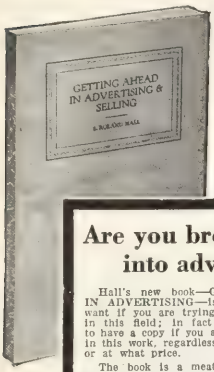
Again The Kansas City Star has outstripped all its own previous high records. Both in advertising lineage and in circulation The Star's 1926 records show substantial gains over 1925. This is more remarkable, inasmuch as 1925 was itself a record year.

Today The Kansas City Star offers advertisers the *largest circulation* in its history, the *lowest advertising rate* in America, and a coverage approaching saturation of a trade territory unexcelled in *growth* and *prosperity*.

THE KANSAS CITY STAR

Average Net Paid Circulation for December, 1926:

EVENING	MORNING	SUNDAY	WEEKLY
253,265	250,974	290,515	523,574



FREE *to you*

Hall's new book with Hall's great Library

Are you breaking into advertising?

Hall's new book—GETTING AHEAD IN ADVERTISING—is a book you will want if you are trying to get a foothold in this field; in fact you will be glad to have a copy if you are already engaged in this work, regardless of how, or where, or at what price.

The book is a meaty little volume of how to use advertising and selling ability to your own best advantage; it gives you hundreds of bits of practical experience in making your efforts count. It comes to you FREE with

S. Roland Hall's LIBRARY OF ADVERTISING AND SELLING

4 Vols., 3323 pages, 1090 illustrations, flexible binding, $1.50 in 10 days and $3.00 monthly.

This is the indispensable advertising and selling reference and home-study set. Hundreds of men and women are using it to push themselves ahead. Hundreds of experts in all branches of marketing have it handy for reference. Agencies throughout the country have these books in their libraries. Colleges and universities use the books as texts. If you're in advertising, or selling, or any branch of marketing, don't be without the good this set can bring you.

$20 worth of books for $17.50

Only 7 cents a day

The big, well-paying jobs call for men with all-around knowledge of the entire selling business — advertising, personal salesmanship, planning, managing, etc. Add to your own experience a working command of the principles and methods that have been proved in the experiences of the most successful selling organizations. You get them—hundreds of them—in this great set.

Examine for 10 days FREE
No money down
Small monthly payments

Try the set for yourself. Examine it at our expense. If you like it, keep it; if you don't, send it back. It has helped and is helping others. There's personal wisdom in seeing, at least, what it can do for you.

Prove it for yourself
Mail the coupon now



FREE EXAMINATION COUPON

McGraw-Hill Book Company, Inc.
370 Seventh Avenue, New York

You may send me the HALL LIBRARY OF ADVERTISING AND SELLING for ten days' free examination.

If the books are satisfactory, I will send $1.50 in ten days and $2 a month until your special price of $17.50 has been paid. With the Library I am to receive a free copy of Hall's GETTING AHEAD IN ADVERTISING AND SELLING. If not wanted, I will write you for shipping instructions.

Name .....
Address .....
Position .....
Company .....

A.F. 1-26-27

The Spectacular Rise of the Electric Refrigerator

[CONTINUED FROM PAGE 21]

large-scale capital and organization; (3) aggressive advertising; (4) cooperative technique; (5) consolidation.

Each one of the five is the last word in modern industrial advancement. The keen edge of each cuts to the heart of a situation. Research finds out in a brief time what would take years of ordinary experience to discover. Large-scale capital and organization enables an industry to organize the entire possible market at once. Advertising eliminates dependence on the slow percolation of ideas; the normal process under any other means of development. The cooperative technique so well used by the refrigerator group makes possible a progress by united effort rather than by hampered individual enterprise with obstructive competition and waste. The automobile business is an example of the rapid development of an industry with the aid of such technical cooperation. Finally, there is the consolidation method, which was almost immediately applied by the electric refrigerator group, and not at a much later period, as happened in the steel and automobile industries.

This immediate use of the giant tool of consolidation is perhaps the special earmark of the electric refrigerator industry; for other industries have used all the other large tools, but few have so immediately applied consolidation to a new industry. The sagacity shown in forming consolidations at the very beginning of the development period is only now making itself fully evident. The radio industry, had it applied this very principle, might have saved itself from great loss and speeded its progress even more rapidly. Instead, the radio business for years was literally infested with a mass of small manufacturers, who soon clogged the wheels of progress with their job-lot and low-standard goods and unintelligent overproduction.

FROM this rapid summary, it will be seen that the spectacle of the electric refrigerator boom is not that of merely another fad of the public. Actually it is no fad at all. There are no "Shows," no special editorial pages in the newspapers, no contests and other paraphernalia. The electric refrigerator represents the application of our best knowledge of industrial development to date; and, moreover, the prompt and intensified application of such knowledge. It is a salutary object lesson in what we may hope to do with many other industries in the future, industries both old and new.

What are the precise facts as to its growth? In 1921, a paltry 6,000 machines were produced. Three years later, when the first cooperative steps were taken to boost the industry, only 24,000 were manufactured. So immediate was the result of this cooperative step, however, that in 1925, 75,000 machines were sold; and in 1926 the astonishing total of approximately 250,000 machines was produced. It is expected by some in the industry—and they are not mere enthusiasts—that in 1927 a million will be sold. (The figures for 1926 include both domestic and commercial units, while those of the three years—1921, 1924, 1925—include only household machines).

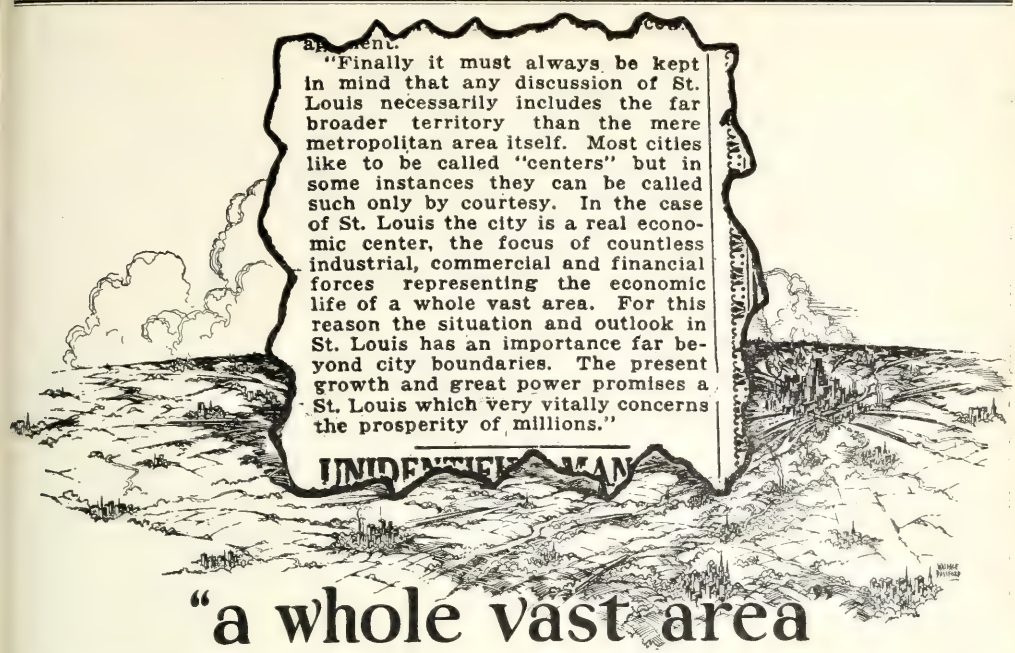
As for advertising, it has been in keeping with the intensification practiced in the other four directions. To date, the Frigidaire Company has spent about two million dollars; the Ser-vel, about a million dollars; the Kelvinator Company, about $750,000; and about $500,000 scattering—a total of about 3¼ million dollars for the industry as a whole. There are evidences that about ten million dollars will be spent in 1927; for half of which Frigidaire alone is planning.

THE electric refrigerator industry, although but a few years old, has already got a unified group or association of manufacturers, and a series of consolidations; it has already so speeded up its processes that it has arrived, only two years after its virtual start, at that interesting point where the Ford mass-production price-reducing policy is being applied. This point was not reached in the automobile business until a dozen or more years after its start.

After reading about the amazing records of the automobile, radio and electric refrigerator industries, many heads of other industries have fallen into a perverse habit of regarding them as fields entirely apart from their own. Thus they justify themselves for jogging along at a more or less slow and customary pace. But whatever may be said as to the special bonanza character of the automobile and radio, the fact is that on January 1, 1924, the electric refrigerator was in a far less enviable position as an industry than a great many other lines of business not having any "boom."

It had a number of enemies whom it had disappointed; both as a profit-maker and as an actual working device in the home. It was beset with the sales-resistance always experienced in selling a piece of kitchen equipment costing over $100. Hardly forty per cent of American families had even a common refrigerator.

But there was very definite hope that by application of the proper tools of industrial development, time could be pulled (not to say jerked) by the forelock and a great advance could be made in a few years. That this is today an accomplished fact should make every business executive both "sit up and take notice." In the next decade or two the four "giant tools" of modern industry must and will be applied to many other industries; and the bonanza conception of industry, such as the automobile and the radio fostered, must be scrapped in favor of a more analytical point of view.



"a whole vast area

in other words The 49th State

MORE and more the business experts of the country are recognizing it. . . . More and more they are realizing that St. Louis is unique among the cities of the nation in the extended scope of the market which it serves.

For instance, the paragraph quoted above is the expression of Ralph B. Wilson, vice-president of The Babson Statistical Organization, in a recent analysis of St. Louis business conditions.

The Familiar Picture

Mr. Wilson's concept of the St. Louis market is reflected clearly in the map of The 49th State. Here is the "whole vast area" which he describes—a circle with a radius of 150 miles.

This is a market which cannot be separated from St. Louis. It is one unified whole. St. Louis business is 49th State business. As the city prospers, so does this outlying market prosper. Throughout the circle you will find uniformity of buying habit.

Wherefore, Mr. Wilson's estimate of St. Louis business is of particular interest to every business man seeking to develop business in this great 49th State market.

A Prediction for Next Year

"Nobody concerned with the prosperity of St. Louis," he tells us, "can study this trend of local business without a new respect for the city's power and increased confidence in its prospects."

And further—

"The review of the statistics for St. Louis very plainly finds the broad trend as one of rational but remarkably well-sustained expansion."

He predicts that St. Louis will in all probability reach an average monthly business of $1,000,000,000 some time this year.

This means a twelve-billion dollar annual business volume for St. Louis.

It is well known that St. Louis' annual purchasing power, according to calculations based upon figures given by the Babson organization, is now $8,949,726,000.

And the annual purchasing power of the entire 49th State is estimated at $20,616,101,000.

. . . . And This Business Is Waiting for You

The beauty of it all is that The 49th State can be so easily and so economically reached.

Here is a market crossed and criss-crossed with railroads, interurbans and highways, which bring the towns within the circle into close contact with St. Louis, the central metropolis.



And St. Louis is developing this market with the aid of her largest daily newspaper—The Globe-Democrat.

The influence of The Globe-Democrat pervades this "whole vast area." No other newspaper—no other advertising medium—even claims to cover this market as does The Globe-Democrat.

Our Service and Promotion Department and our Research Division have compiled some remarkably helpful selling information for advertisers seeking to develop business in St. Louis and The 49th State.

The advertiser who fails to take advantage of this aid is missing a big opportunity for sales.

St Louis Globe-Democrat

Member of The Associated Press

The Newspaper Which Has Developed The 49th State

F. St. J. Richards.....New York
Guy S. Osborn.....Chicago
C. Geo. Krogness.....San Francisco
Dorland Agency, Ltd.....London
Jos. R. Scolaro.....Detroit

Why Does the Agency Charge 15% on "Art and Mechanical"?

What proportion of agencies *do* charge 15%? How many charge more? Do any charge less? Do any agencies forego the charge altogether? Why do they make this charge? What particular services does it cover? Is the charge justified, or is it merely a habit? If you believe that straws tell which way the wind blows

You'll find the answer in the

Ellis Dope Book

Dope Sheet No. 24 is a compact 2200-word contribution on this moot subject. It analyzes the practice of 42 agencies, big and little, West and East, as it appears from their contract form.

It suggests a better name than "art and mechanical" and a logical classification of preparational, supplementary and incidental items. It recommends a uniform billing practice to save confusion and extra work in accounting and auditing. It offers a short model contract paragraph to cover the whole business.

This is only one of a lot of Dope Sheets from the Ellis Dope Book, the new loose-leaf service for *men who manage advertising*. We'll send you No. 24 at less than list—read on to the finish.

The Ellis Dope Book is a good-looking binder, into which we'll feed monthly close to 10,000 words of awfully good dope—Dope Sheets, working forms, charts—on advertising organization, relations and management.

In these Dope Sheets we do not discuss creative styles and principles; there are sources enough for that already.

We do discuss and illustrate many phases of the client-agency service contract, following up Lynn Ellis' amazing analysis of agency operation in his book, "Check-List Contracts."

We do discuss and illustrate many principles of advertising department or agency organization; management short-cuts and operating methods; costs, charges, profits—everything the advertising *executive* must keep posted on.

The Dope Book is simply putting into widely usable shape the boiled-down *private* management dope Lynn Ellis has accumulated in fifteen years of successful management. Every Dope Sheet will tell you something solid and make you think. You can buy more *words* about advertising for $3.00 any day than we'll give you for $33.00 (the yearly cash subscription price), but when it comes to dope you'll *save* this is the one best bet.

Mark a letterhead "C-17" and pin a dollar bill to it. By return mail we'll send you this batch, listing at $2.50—Dope Sheet No. 24, one other Dope Sheet (our choice) and a copy of Form GSA, the basic General Service Agreement from the book, "Check-List Contracts."

Along with these you'll get our prospectus on the complete Dope Book service. But you can have that "regardless" by just asking for it, so let's hear from you anyway.

LYNN ELLIS, Inc.

One Madison Avenue, Room 346, Desk C-17, New York



HOTEL ST. JAMES

109-113 West 45th St., New York City
Midway between Fifth Avenue and Broadway

An hotel of quiet dignity, having the atmosphere and appointments of a well-conditioned home. Much favored by women traveling without escort. 3 minutes' walk to 40 theatres and all best shops

Rates and booklet on application.

W. JOHNSON QUINN

Facts

every important, usable business fact you could want is here at your service. *Facts are money!*

The Business Bourse

J. George Frederick, Pres.
15 W. 37th St. (Wisconsin 5067) New York
In London, Business Research Services, Ltd.

How Atlanta Advertises to Industry

ATLANTA has just raised a million dollars to be invested in advertising. One year ago the citizens of Atlanta realized that if the facts about the city and its surrounding area were known to the executives of American business, they would see the necessity of establishing branch offices and branch factories there. To tell this story, a fund of $250,000 was subscribed and an advertising campaign was begun in publications reaching the executives of the most logical industries.

In the first ten months of 1926, 136 concerns came to Atlanta bringing more than $7,000,000 in new payrolls, with every likelihood of the figure reaching well above 160 concerns by the end of the year. Realizing that



this result was based on the soundness of the city's advantages, and their attraction for industry, plans were at once made to carry on the work. The million dollar fund, which is to be expended over a three year period, was the result.

Before a line of advertising was written, a careful survey was made to determine the actual advantages offered by the Atlanta industrial area. Following that, a second survey was made to determine which industries were most greatly concerned with the resources of the city, and should therefore be approached first.

It was found that the new tendency in merchandising—hand-to-mouth buying—had made imperative the decentralization of industry. Without question, it has become necessary for every distributor of merchandise to establish factory branches close to his customers in the major markets of the country.

The South has developed amazingly during the past decade, more than tripling its buying power in that time—according to the statements of most conservative research organizations. Obviously, here was the strategic center of the newest, livest major market in America; and the advertising when it appeared carried this thought as a part of the story: "Atlanta is Dis-

The Northern 9 Counties of New Jersey—Ace High in Purchasing Power



THE Northern Nine Counties of New Jersey comprise a market rarely worth while.

It is a market great and important in itself; a community of two and a half million people unified, homogeneous in habits of thought and habits of living—which are of the highest.

It is moreover, the major market of the Metropolitan District—greater in population and buying power than any other section of metropolitan New York.



Incomes in the Northern Nine Counties show a proportion of the population reporting incomes above $3,000 exceeded by only one other state in the Union.

In per capita expenditures for dwelling construction, it is exceeded by only three other states. In percentage of dwellings wired for electricity by but two. In automobiles, it comprises 38.7 per cent of the Metropolitan market, itself the greatest and most desirable market of all.

In this territory, Charm, The Magazine of New Jersey Home Interests, is all powerful. Its circulation of 81,237 is the largest of any magazine.



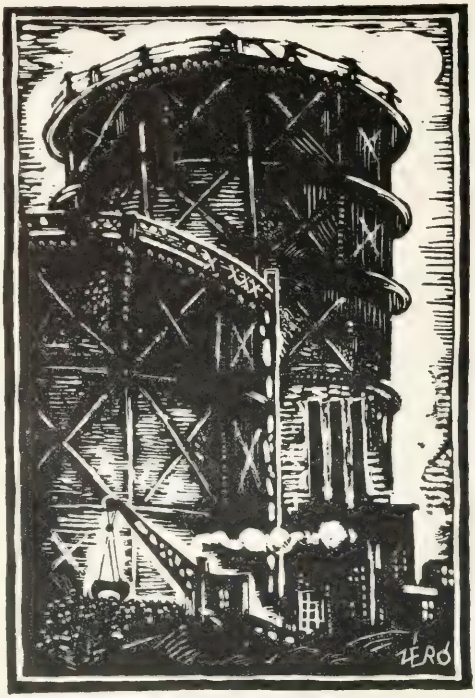
Interest in Charm is surpassing: because it is a local magazine dealing with the community for which it is published; because it is a service magazine applying itself specifically to the problems which present themselves in home-making in this section.

If it is a cardinal object in selling to apportion selling effort to sales opportunity, isn't it logical to add extra, added selling effort in the Northern Nine Counties through the use of

CHARM

The Magazine of New Jersey Home Interests

Office of the Advertising Manager, 28 West 44th Street, New York



THE gas industry, in preparing to meet the demands of new and important customers, is an important customer in itself. In fact, there are but few other industries that rank higher in purchasing power.

The gas industry offers an insatiable market for all types of engineering apparatus, as well as other equipment, of every kind, which has a utility in the manufacture, distribution, and use of gas. It is a market which, in future, will grow to proportions that will dwarf even its huge present capacity, and it is a market to which Gas Age-Record constitutes the direct line of approach.

We would be glad to advise you concerning the applicability of your product to gas. You will incur no obligation.

Gas Age-Record

A. B. C. A. B. P.

"The Spokesman of the Gas Industry"

9 East 38th Street New York

We also publish Brown's Directory of American Gas Companies and the Gas Engineering and Appliance Catalogue.

tribution City of America's fastest growing market."

Atlanta realized that every means should be employed to get its story direct to the hands of the executives to whom it would be most valuable, and in the form of blunt statements of fact. All the bombast and the flow of adjectives which usually surround community advertising were eliminated. The advertising dealt strictly with the conditions as they existed, and in the language of the industry to which each advertisement directed its particular appeal.

It was realized at the beginning, of course, that no industry could be moved purely on the strength of advertising, no matter how crammed with fact, no matter how carefully presented, and to supply executives with full information the Atlanta Industrial Bureau was organized. This bureau, headed by an executive experienced in research, and equipped with every facility and skilled staff, makes a special, first-hand survey for every interested concern. The market is analyzed, the manufacturing costs are detailed and a report complete in every detail is laid before the inquiring executives. These reports are carefully unbiased. They point out the disadvantages as well as the advantages; they analyze the situation exactly as the inquirer's own engineers would do it. For Atlanta came long ago the conclusion that no city profits except as her industry profits; and the Industrial Bureau firmly advises against the move to Atlanta whenever it becomes evident that a business could not succeed, could not improve its position by coming to the city.

Every inquiry is handled in the utmost confidence. Even the experts who are called upon for special counsel are unaware of the identity of the concern to which the information is going, so that under no circumstances can the inquiry produce embarrassment to the business or inform competitors of its plans before those plans are finally ready for public announcement by the company itself.

These sound practices have unquestionably contributed a great deal to the results shown by Atlanta's first year of advertising. They have brought the city and industry together.

New English Magazine of Advertising Art

"THE Studio" Publications, London, publishers of *Drawing and Design* and the universally known *The Studio*, have recently started a new series of *Commercial Art*, a magazine dealing largely with art in advertising: advertisements, show cards, posters and direct mail.

Printed on good stock and well illustrated with numerous plates, many of them in color, this is a periodical whose interest is by no means local. It contains reproductions and discussions of the best and most interesting work being done on the two continents and on the British Isles, and its articles are written by men whose authority is internationally recognized. It is issued each month and costs four dollars a year. The American agents are B. F. Stevens & Brown, Ltd., 21 Pearl Street, New York City.

The Lillibridge Viewpoint

Number Nine *Issued by Ray D. Lillibridge Incorporated* *New York*

The Strange Experience of An Invisible Man

YEARS ago H. G. Wells wrote a book chronicling the experiences of an invisible man. As we recall the story, this man, who was a chemist, experimented for years until he had worked out a means of making himself invisible.

He thought he was going to have a wonderful time going about watching people without their being able to see him. But what actually happened when he had made himself invisible was quite a shock to him. When he walked along the sidewalks people bumped into him because they couldn't see him. When he crossed streets he almost got run down because bus drivers didn't know he was there. He got locked in a department store one night because no one saw him in the store at closing time.

But these embarrassments were not his worst. His big surprise came when he ate. He discovered to his horror that his food did not become invisible until it had become assimilated!

That gave him real trouble. He could dodge people. He could keep out of the way of motor buses. And he could spend the night comfortably locked in a department store because there were plenty of matresses in the furniture department to sleep on and food in the grocery department for supper and breakfast.

But when his undigested meals exposed themselves to the eyes of the public he might just as well not have been invisible. This was something he had not figured on!

This problem of assimilation is one about which advertisers should be more concerned. Until advertising has become thoroughly assimilated as part of the selling process, it is undigested and travels along attracting attention to itself instead of to that which it aims to advertise.

Assimilation is a matter, generally, of careful preparation and then of intensive "follow-through."

§ § §

BY "follow-through" we mean more than the usual details connected with the production, placing, and checking of advertisements. We mean the details of research; policies to be pursued with the trade or profession; preparing dealer literature, sales bulletins and direct-by-mail advertising; editing house organs; compiling and printing catalogs; helping in the preparation of papers for presentation before technical societies and conventions; writing technical treatises, popular articles and books; compiling accurate mailing lists for special promotion purposes. In short, we mean all of those "mean jobs" that have always been frankly considered unprofitable nuisances around an advertising agency (and indeed often around the advertiser's own offices) but which must be carefully worked out and closely dovetailed with the more spectacular part of any advertising program, if anything like the measure of success possible is to be realized.

Political Come-Back

ANENT the item published in the last issue of the VIEWPOINT mentioning Richard J. Walsh's idea of the political party in power at Washington taking a full-page advertisement each week in the national weeklies explaining its aims and telling of its accomplishments, R. J. W. writes to say that we left out an essential part of his idea.

"The political party which is *not* in power should also run a full-page advertisement every week," he writes, "criticizing the conduct of the Government by the party in power, and presenting its own policies."

We see no objection to this. It is the essence of democracy.

Mr. Pack Protests

"THE people of this nation call this the electrical age," says R. F. Pack, president of the National Electric Light Association. "I protest that so far as the home is concerned it is an unmerited compliment.

"Two independent surveys prove that we are selling the average home 1 kw-hr. per day and statistics show that artificial light is necessary in the home an average of about five hours a day during the year. One kw-hr. is sufficient only to operate 5-40 watt lights for five hours.

"It is obvious then that the amount of energy we are selling the home is not even sufficient for adequate lighting to say nothing of operation of the millions of pieces of labor-saving domestic equipment which have been sold."

§ § §

WE wonder how many other industries are in need of just such a shaking out of their complacency by someone who insists on measuring their progress in terms of potentialities rather than of present volume.

Glass Pockets

J. P. MORGAN, Sr., once remarked, "The time will come when American business will be done with glass pockets."

Well, as applied to advertising agency practice, our Fee-and-Budget system comes as near to doing business with glass pockets as anything we can conceive. Our clients know not only how much we spend for them and for what, but also just *how* every dollar is spent. It is very different from any other agency-client relationship that we know anything about. We are always glad to explain it to interested executives.



WE see no reason why the readers of the VIEWPOINT *are not as logical prospects for Chateau Frontenac advertising as for Lillibridge advertising service. And so we make bold to publish this current advertisement as a bid for January patronage for our client, Canadian Pacific.*

RAY D. LILLIBRIDGE INCORPORATED
Advertising
NO. 8 WEST 40TH STREET · NEW YORK
Telephone: Longacre 4000
Established in 1899

6133-1

Death of Stanley Clague

STANLEY CLAGUE, managing director of the Audit Bureau of Circulations, died on the evening of Jan. 19 at the Henrotin Hospital, Chicago. Although Mr. Clague, who was fifty-three years of age, had been in poor health for several months, his condition was not thought to be serious until



a week or so before his death when he was sent to the hospital for observation. His illness was finally diagnosed as poison in the blood stream, but physicians were unable to check the ailment, and on Monday he passed into a coma from which he never recovered. He is survived by his wife and four children, all of whom are married.

Mr. Clague has long been an outstanding figure in the advertising business. He was one of the founders of the Audit Bureau of Circulations, serving as managing director of that organization continuously since 1916, previous to which date he was on its board of directors. At one time he was in the advertising agency business in Chicago with Taylor, Critchfield & Clague, and he has been associated as well with N. W. Ayer & Son and the Curtis Publishing Company.

N. I. A. A. College Relations Activities

THE National Industrial Advertisers Association, during its 1925 convention at Atlantic City, had appointed a Committee on College Relations whose duty it was to find out what members might do to assist in the teaching of advertising. Through the efforts of that committee, a few industrial advertising managers were induced to address classes here and there, and several members cooperated with Harvard in the preparation of some "case" material. No definite plan of action was developed, but the Committee's report at the 1926 convention in Philadelphia convinced them that prac-



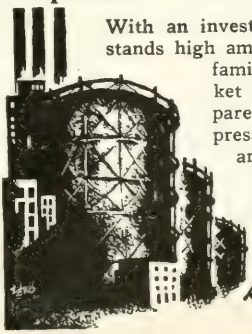
Photography really
Impresses on the *brain*—
What typography merely
Expresses
To the *eye!*

Photograph it!

Or rather,
Let *us!*

Apeda Studio INC.
PHOTOGRAPHERS
212 West 48th Street
CHIckering 3960

"Impressive Facts About the Gas Industry"

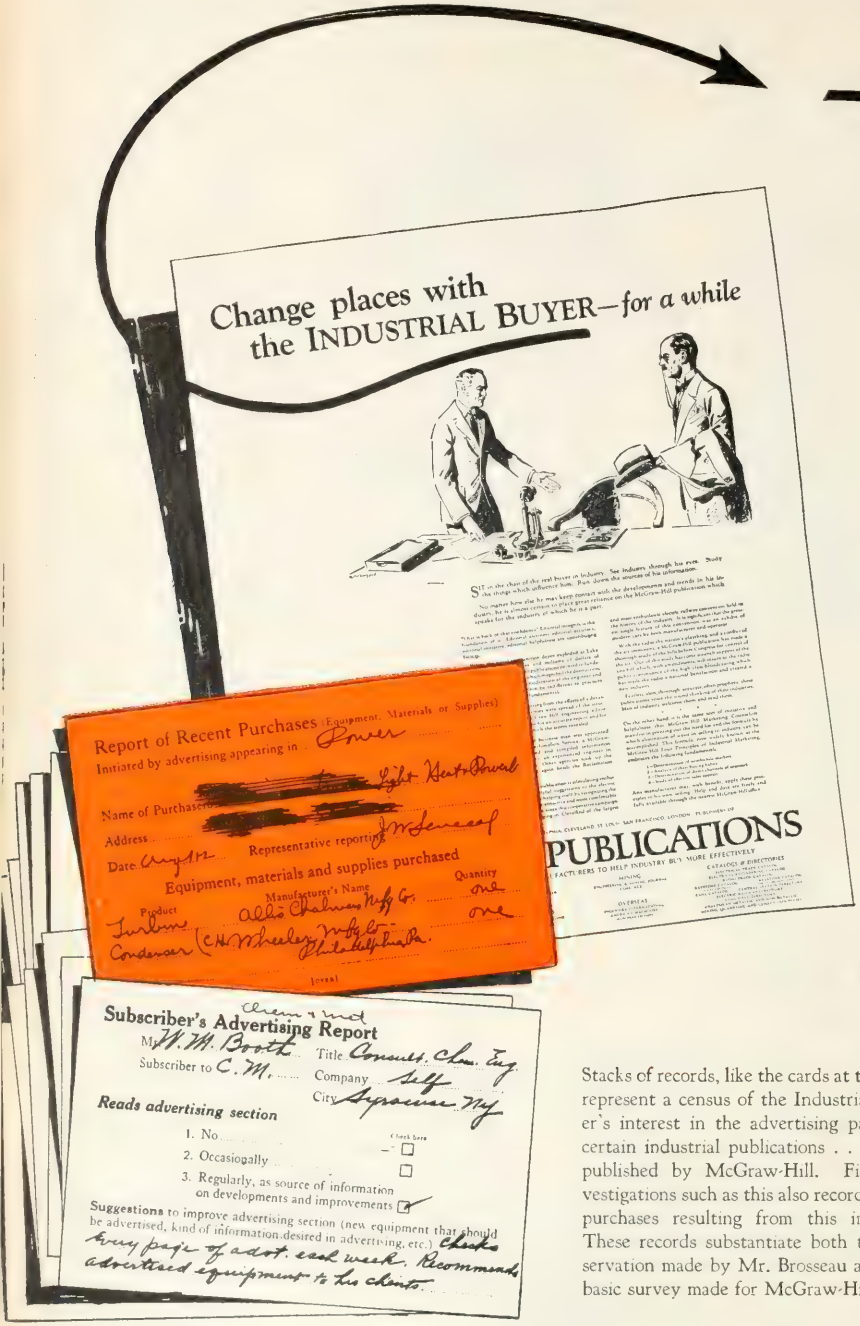


With an investment of $4,000,000,000, the gas industry stands high among the country's leading industries. To familiarize advertisers with the enormous market which this business affords, we have prepared an attractive little booklet entitled "Impressive Facts about the Gas Industry." You are invited to send for a copy.

Robbins Publishing Co., Inc.
9 East 38th Street New York

GAS ENGINEERING AND APPLIANCE CATALOGUE

– and



Stacks of records, like the cards at the left, represent a census of the Industrial Buyer's interest in the advertising pages of certain industrial publications . . . those published by McGraw-Hill. Field investigations such as this also record actual purchases resulting from this interest. These records substantiate both the observation made by Mr. Brosseau and the basic survey made for McGraw-Hill.

study his interest in HELPFUL ADVERTISING

Last month McGraw-Hill invited the Industrial Seller to sit in the chair of the typical Industrial Buyer to study the sources of information he regularly depends upon and why. That advertisement gave only part of the story—his dependence upon publications of established editorial integrity.

He uses more than the *editorial* helpfulness of such publications—and that is the other part of the story discussed here.

WHAT is the attitude of the Industrial Buyer toward the advertising that aims to make him a customer?

What kind of advertising interests and influences him . . . and why?

. . . Vital questions, these, in this day and age of highly specialized selling!

The well-known investigation of industrial buying practices made for McGraw-Hill a few years ago showed that industry's buyers look to Industrial Publications as the best means of keeping their industries up-to-date on methods, machinery and materials.

Why do the advertising pages of Industrial Publications command this confidence and interest?

The answer is given by Mr. A. J. Brosseau, President, Mack Trucks, Inc., who speaks authoritatively as a subscriber to Industrial Publications and as an advertiser in Industrial Publications. Mr. Brosseau stated before a recent gathering of business paper editors that:

> "The publication which is doing a leadership job editorially is *transferring* to the publication's *advertising pages* the *prestige* which it creates among its readers"

Advertising, surrounded by constructive, confidence-building editorial matter, reaches the Industrial Buyer under the most favorable circumstances.

Another reason for the Industrial Buyer's favorable viewpoint toward the advertising pages of Industrial Publications is the special helpfulness he finds in the advertisements themselves. They reflect an understanding of the peculiar operating and producing problems of industry that gains and holds the Industrial Buyer's interest and respect.

Advertising conceived from this standpoint knuckles down to the business of selling industry in industry's own manner and language.

These are the reasons behind the industrial prospect's interest in the advertising pages of McGraw-Hill Publications. Is your advertising the kind that meets his specifications?

* * *

How to use industrial advertising to the best advantage . . . how to coordinate it with the selling job to be done . . . these are factors of study stipulated in the McGraw-Hill Four Principles of Industrial Selling which, briefly stated, are:

1. Determination of worthwhile markets.
2. Analysis of their buying habits.
3. Determination of direct channels of approach.
4. Study of effective sales appeals.

The help and data of the McGraw-Hill organization are fully and freely available to manufacturers and their advertising agents through the nearest McGraw-Hill office.

McGRAW-HILL PUBLISHING COMPANY, INC., NEW YORK, CHICAGO, PHILADELPHIA, CLEVELAND, ST. LOUIS, SAN FRANCISCO, LONDON. PUBLISHERS OF

McGRAW-HILL PUBLICATIONS

45,000 ADVERTISING PAGES USED ANNUALLY BY 3,000 MANUFACTURERS TO HELP INDUSTRY BUY MORE EFFECTIVELY

CONSTRUCTION & CIVIL ENGINEERING
ENGINEERING NEWS-RECORD
SUCCESSFUL CONSTRUCTION METHODS

ELECTRICAL
ELECTRICAL WORLD ELECTRICAL WEST
ELECTRICAL MERCHANDISING

INDUSTRIAL
AMERICAN MACHINIST INDUSTRIAL ENGINEER
CHEMICAL & METALLURGICAL ENGINEERING
POWER

TRANSPORTATION
ELECTRIC RAILWAY JOURNAL
BUS TRANSPORTATION

RADIO
RADIO RETAILING

MINING
ENGINEERING & MINING JOURNAL
COAL AGE

OVERSEAS
INGENIERIA INTERNACIONAL
AMERICAN MACHINIST
(EUROPEAN EDITION)

CATALOGS & DIRECTORIES
ELECTRICAL TRADE CATALOG
ELECTRICAL ENGINEERING CATALOG
RADIO TRADE CATALOG
KEYSTONE COAL MINING CATALOG KEYSTONE CATALOG (METAL-QUARRY EDITION)
KEYSTONE COAL BUYERS CATALOG
CENTRAL STATION DIRECTORY
ELECTRIC RAILWAY DIRECTORY
COAL FIELD DIRECTORY
ANALYSIS OF METALLIC AND NON-METALLIC MINING, QUARRYING AND CEMENT INDUSTRIES

"Come again!"

THE *Forum* reprints its leading articles in pamphlet form. These sell at 10 cents a copy. In the first 11 months of 1926 among the pamphlets issued were:

A Debate on the Ku Klux Klan. Imperial Wizard Evans vs. Representative Pattangall.
Why I am a Mormon, by Senator Reed Smoot.
Fifteen Finest Novels, by Arthur Symons.
Inheritance of Acquired Characters, Prof. H. S. Jennings, Johns Hopkins University.

And 38,692 copies were sold. The *Forum,* a magazine of controversy, is read by people who are our friends. They say, "Come again!" to us. Subscription renewals are also high. "Come again"—again!

94 per cent of the contract advertisers renewed their contracts for space in 1927. "Come again" from the other side of the fence.

Many advertisers know that the *Forum* is a "live" magazine, read by alert, responsive men and women. 75,000 of them in fact

Are you going to advertise in the *Forum* during 1927?

FORUM

A magazine of controversy

Edited by HENRY GODDARD LEACH
247 Park Ave., New York City

Not content with its existing lead in professional circulation—nearly two thousand more than its nearest competitor—The ARCHITECTURAL RECORD is showing a steady and substantial monthly gain in a field whose members are not themselves appreciably increasing in number.

On request—latest A.B.C. Auditor's Report—new enlarged and revised edition of "Selling the Architect" booklet—latest statistics on building activity—and data on the circulation and service of The Architectural Record with sample copy.

(Net Paid 6 months ending December, 1925—11,537)

The ARCHITECTURAL RECORD

119 West Fortieth Street, New York, N. Y.

Member A. B. C. Member A. B. P., Inc.

tically no consideration whatsoever was being given to industrial advertising problems in any of the schools where courses had been investigated.

As president of the Milwaukee Association of Industrial Advertisers, H. P. Sigwalt appointed a committee headed by Forrest Webster of the Cutler-Hammer Mfg. Company. A few nights later, the committee met with Dean Pyle of Marquette University and the professor who was to have charge of the evening course. Several interesting developments followed:

1. After delving into the plan of teaching which had been followed in the past, they made certain recommendations, which were adopted. The principal recommendations were for a thorough study of marketing and business economics before attempting to teach the details of copy, artwork, layout and other phases of advertising procedure. To cover the ground in a truly comprehensive manner, a two-year course was agreed upon.

While the principles of general advertising will govern the major portion of the course, a considerable amount of industrial advertising is being injected and the best books on this subject will be made available to those who are particularly interested in, or adapted to, this specialized division.

2. It was decided that the Milwaukee Association of Industrial Advertisers would present a certificate to students who finish the prescribed course with satisfactory standings—this certificate to indicate that the course included consideration and study of industrial advertising problems.

3. For the first time in the history of Marquette University, mention was made of industrial advertising in the school's prospectus.

4. They formulated an unique plan to insure enrollment of a sufficient number of students to make it practicable for the school to devote the required time and talent to this course.

A regular campaign was started for enrollments, preparing posters and tickets, which were mailed to manufacturers throughout the city, with the suggestion that they post them on their bulletin boards, in their factories as well as in their offices.

5. They laid a definite plan for following through. On the opening evening of the course, Mr. Sigwalt took the first hour to give the class an enthusiastic send-off. The idea was to *sell* them on advertising as an essential economic force.

6. Arrangements were made to have at least one member of the Milwaukee Association of Industrial Advertisers present at each class. This member will make a written report to the local Committee on College Relations and a summary report, with recommendations, will be submitted to the University as occasion seems to require.

Thus the *course* will be studied constantly by practical men, to be able to tell better what should be added to or deleted from this course to improve the work and training of students.

Who Owns *General Motors?*

AT first glance there seems to be very little similarity between the social experiment begun in Russia by Messrs. Lenin and Trotsky and the economic system that prevails in the United States.

Yet some phases of each are curiously identical.

Community ownership as against individual or family ownership is a rapidly developing fact in this country.

True, we do not snatch a business from the hands of its founders or owners, *vi et armis*, and declare it common property. Usually the process begins when a group of gentlemen known as investment bankers make a visit to the individuals, the founders, or the family that owns a business. Shortly after, the original owners find themselves possessed of incredibly large sums of money in addition to a continuing substantial ownership in the business that was once all their own.

Certain advertisements appear on the financial pages of the newspapers, certain new faces appear around the old plant, and it is realized that this automobile shop or this steel mill or this bakery or this candy kitchen now belongs in a certain measure to the public.

Consumers may, if they choose, invest their surplus money in the common or preferred stocks of the very business from which they buy electric power, tea, tires, stockings or roofing.

This is community ownership—restricted, it is true, to an investing class; but community ownership advantageous to the community because of the definite advantages it brings to the producing industry.

Why is all this taking place?

It seems that there comes a stage in the development of a business where the man who founded it and built it can no longer handle its many diversified problems alone. He must have more help.

The public, in the meantime, has begun to use his product to such an extent that it feels a proprietary interest in the product and in the business that produces it. In other words, the public wants to own some of the stock in an enterprise that its own good-will has made successful.

This helps the manufacturer. When a well-known article of commerce has its production financed in part by thousands of its users, this article has thousands of extra part-time salesmen in the people who own shares of that stock.

The investment banker also wants to help the founder and owner by finding the people who will buy part of the stock on terms of profit to the original owner, or to find another, or several other businesses of kindred character which may unite for mutual advantage. When two or more good firms pool resources, many economies are usually effected, resulting in savings to the consumer and more profit to the investor.

The employees of the business also want to help the original owner by acquiring part of the ownership themselves, and when they become part owners they usually exhibit greater zeal and ability in their jobs.

The individual owner thus has pressure brought to bear upon him from several points to reorganize his business by letting a part of the ownership go into other hands.

Competitive conditions in a growing business soon get beyond one man's ability to handle them. Production requires great ability focused in a master of production. The same thing is true of sales, advertising, and the great amount of research needed to develop the future of the enterprise.

These things demand men of high calibre, men equipped to earn high rank in business—and if they do well they must be rewarded.

Many a man who wonders what is wrong with his business might find out if he would only realize that it has gone beyond one man's capacity and that those big enough to help him are not on his staff.

It is the lesson that life has been trying to teach all through the ages—that the individual does most for himself through specialization:—yes, that kind of able specialization which blends itself without waste with other able jobs of specialization. A big business today needs more than one big man—more than one little group of "owners."

GEORGE BATTEN COMPANY, INC.

Advertising

Preparedness

We heard a lot about that word before and during the Great War.

Indeed, it's an old and ever recurring subject. In biblical times we had the parable of the five wise and five foolish virgins (Matt. 25: 1-13.)

When the bridegroom "cameth" the wise ones went in and the foolish ones — were on the outside, not even looking in.

And, 'twas ever thus.

It pays to be prepared.

Sustained advertising is sales preparedness.

It profiteth you not one jot to commence advertising the day after a prospect has bought that which you could have sold him, had he known you made it.

Men are coming into the market for your kind of goods every day. Your advertising should be making the first step in persuading them to buy of you.

A very good policy is to get into one or as many good mediums as are required to give you adequate "exposure" to these men coming in.

Then, stay in.

A. R. Maujer.

for

INDUSTRIAL POWER

440 So. Dearborn St., Chicago, Ill.

A very easy medium to get into and stay in is INDUSTRIAL POWER. Low rates and large coverage are the answer.



They Earn It

Whenever I see a thoroughly good play—as, for example, Eugene O'Neill's "Emperor Jones"—my fingers fairly itch with a desire to write something that will "make 'em sit up and take notice." And at odd moments, for a week or two, I try—oh, so hard—to figure out a plot which shall serve as the basis for a play. Ideas come to me. They "look good." They are not; for, somewhere in the course of development, they fall apart.

All of which confirms me in the belief that the most difficult of all arts is that of writing a good play. I do not envy the men who succeed at it. They earn every penny they get.

A New One

A Detroit man whose name is as Irish as Murphy tells me that, a few weeks ago, he had a caller who sent in word that he—the caller—belonged to the "English branch of the family." Shown in, the visitor explained that he was seeking work. "For God's sake," he said, "give me something to do. I don't want charity. I have the blood of the Blanks in me, just as you have."

My informant's sympathies were aroused. He had nothing in the way of employment to offer; but he slipped a five dollar bill into his "relative's" hand and told him to call again. If he does, he will get a very different reception, for at his club, next day, Blank ran into two men who had likewise been honored by a visit from a member of the "English branch" of their family.

The Reward of Sitting Tight

Nearly a hundred years ago, two men established a business in a midwestern city. One was aggressive, daring, resourceful, energetic and imaginative. The other lacked those qualities. Almost all he had, in addition to a few thousand dollars capital, was a willingness to work.

When these men died, they left fairly large fortunes. But that of the plodder was considerably larger than that of his associate.

Precisely the same thing happened when the second generation passed on. Large as the fortunes of the descendants of the daring member of the original firm were, they were not nearly so large as those of the descendants of the plodder.

The business, now incorporated, is in the hands of the third generation. The grandsons of the man who made it what it is are in control. The grandsons of the plodder are still associated with it. Their contribution to its success is negligible. Yet the general impression in the city in which the business is located is that they have a much larger financial interest in it than have the men in whose veins flows the blood of the more aggressive of the two men who founded it.

Wiser Than She Seems

A relative of mine—a woman no longer young—is spending a few weeks under my roof. Never before has she visited a city as large or a tenth as large as New York. I would not say that she is amazed at what she sees here. But she is perplexed. The display, the extravagance, the rush on the streets, the desire to be everlastingly on the move—these things trouble her. "What is it all for"? she asks me. And I can give her no answer that satisfies her.

To talk with her for only a few minutes might lead you to think that she is away behind the times. Not a bit of it. She is much more highly educated than the majority of New York women. And she has a far greater appreciation of life's values. The more I see of her, the more I am convinced that she has something that most of us city-dwellers lack: the wisdom of simplicity.

In small towns and cities all over the United States, there are millions like her—women who have an abiding faith in marriage, religion and the Good Life. I, for one, am glad that this is so.

Progress

"Getting off the Bandwagon," an article by Oscar Lewis in *Harper's Magazine* for January is only one of several protests which I have read lately against the mania for size which is so characteristic of modern life.

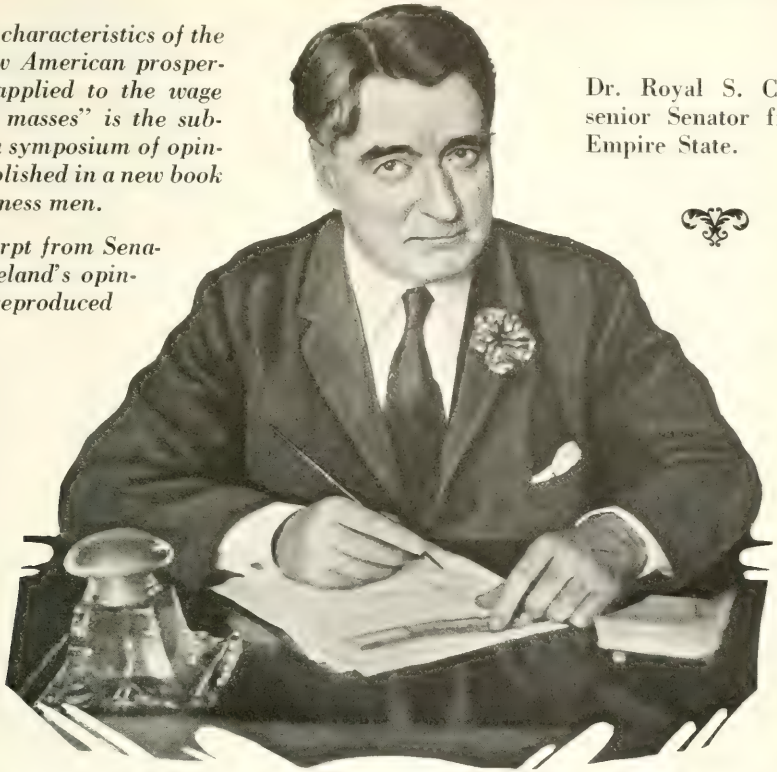
Mr. Lewis voices the convictions of many of us when he says "a city is not fundamentally, a collection of buildings which should be made bigger, but a collection of human beings, who should be made more comfortable." And, he adds, "The average man is no longer flattered when the epithet 'booster' is applied to him."

I am not at all sure that a somewhat similar change in our ideas regarding business will not occur in the course of the next few years. There is a limit to the burdens men can carry. There is a limit to the amount of money they can use to advantage—not only to their own advantage but to that of mankind at large.

We are a wonderful people, we Americans; but we have a lot to learn about life and its values. JAMOC.

"THE characteristics of the 'new American prosperity' as applied to the wage earning masses" is the subject of a symposium of opinions published in a new book for business men.

An excerpt from Senator Copeland's opinion is reproduced below.



Dr. Royal S. Copeland, senior Senator from the Empire State.

"Means Everything To Merchandisers Of Staples and Luxuries"

writes Royal S. Copeland

"NEEDLESS to say, prosperity has promoted the self respect of the wage earner and permitted him to purchase for himself and his family not alone the necessities of life, but some of the luxuries.

"Prosperity means everything to merchandisers of staples and luxuries, because without prosperity there can be no purchasing power. With it there is a demand for these goods.

"Of course I am particularly interested in prosperity because of its effect on wage earners, permitting them to live in better homes, to eat better food and to acquire better health."

An Historical Event

For the first time in history, the wage earning masses—86% of America—have become a desirable market. And for the first time in history, they are reading the pages of a great national magazine—True Story.

Bought on the newsstands by more than two million HOUSEWIVES monthly, True Story is *the only great* national magazine tapping this new market. To reach the newly prosperous "86% of America," magazine advertisers *must* use True Story.

A note to 1928 Broadway, New York, will bring "86% of America," a new book for business men, without obligation.

86% of AMERICA



ISOLATE, for a moment, the wage earning masses as marketing possibilities. These families will be found to comprise 86% of America!

With bricklayers making $14 a day, and other trades in proportion, it is easy to understand why their wives can afford to spend 41 billions of dollars a year for foodstuffs, nearly 6 billions of dollars a year for housefurnishings, and proportionate amounts for other staples and moderately priced luxuries.

It is but natural that *more people now pay more money for True Story at the newsstands than for any other magazine in the world.* . . . True Story's democracy of editorial appeal has made it the *only* great national magazine embraced by "86% of America." Magazine advertisers MUST use True Story to sell this new market!

True Story
The NEW Market

Largest Newsstand Sale in the World

DISPLAY advertising forms of Advertising and Selling close 12 days preceding the date of issue.

Classified advertising forms are held open until the Saturday before the publication date.

Thus, space reservations and copy for display advertisements to appear in the Feb. 9th issue must reach us not later than Jan. 28th. Classified advertisements will be accepted up to Saturday, Feb. 5th.

We Found New Jobs for Our Salesmen

[CONTINUED FROM PAGE 22]

during the winter, like one salesman who drove a bread wagon.

Last spring every salesman, except one, came back to us and stayed until this fall when we again notified them that we could not use them during the winter months. But there was a difference this time. We had a job waiting for every salesman who wanted to take it. Not with our company to be sure, but selling another nationally known line on which the best results can be secured during the winter months. Depending of course, on their ability to produce, the manufacturer of this line has employed our sales force during the winter months and will turn the men back to us next spring when we need them. It looks like a fine arrangement for both of us.

It took considerable work, investigation and time before the arrangement was finally worked out. It didn't just happen. But what we did could be duplicated by any manufacturer who saw possibilities in the plan. When we finally did get in touch with the right manufacturer, then things moved swiftly.

It seems that every winter this manufacturer has had the problem of building a sales force which had to be disbanded in the spring. He is saved that trouble and expense this year because we have turned over to him a hand-picked force. Every salesman he got from us is experienced, trustworthy, and a real producer. A good salesman who can sell one line to the grocery trade can sell another, and as neither our line nor the other line involves a long training period, our salesmen were able to take over the other line and from what we have heard, produced results immediately. In fact, our best salesman after working just a couple of weeks on the other line set a new record for the best week ever produced.

OF course, this co-operative arrangement has its disadvantages because our scale of wages is somewhat higher than that paid on the other line. Some of the salesmen grumbled about this, but we notice that they all took jobs with the other company instead of trying to find something on their own hook. One of the salesmen, even though he took the job with the other company, told us that he was through with us and didn't mean maybe either, still we notice that he now writes us occasionally telling how he is progressing and we have no doubt that when the bugle blows in the spring, he will be at the starting line.

One difficulty in a co-operative arrangement of this sort is that the salesmen are not always located at points which both companies want to work. For instance, when we wanted to amplify our sales force last spring, we got in touch with a company who we knew had very little use for their salesmen in the summer. The final result was that we were able to use just one of their salesmen because the others were located at points that we were not interested in, at least from the standpoint of specialty work. However, we did use this one man and kept him until his company was ready for him this fall and he worked out successfully for us.

DOESN'T this suggest that there is a possibility for other manufacturers to cut their sales costs by getting together in some sort of a co-operative sales arrangement? We believe that our best salesmen can sell other things besides our product and we are sure that the best salesmen of other manufacturers can sell our product. It is not my thought that the salesmen should attempt to sell the lines of two manufacturers at the same time, but certainly there must be manufacturers whose business is best in the winter whose salesmen would be available for something else in the summer.

The manufacturers who enter a co-operative selling arrangement should scrutinize each other carefully where salesmen are going to cover the same territory for both companies. There should be nothing which would re-act on either company. We couldn't afford to have our salesmen handicapped because their activity on the other line prejudiced the trade against them. We ourselves do not anticipate any trouble next spring when our salesmen again start work for us.

There is no philanthropy in our seeing that salesmen who work for us always have a job. We are doing it as a matter of what we consider good business. If it works out as we hope, and we don't have many imitators, there is a possibility that we will have the pick of good salesmen. It is not good for men to be afraid of losing their jobs. When we remove that fear, we remove the cause of much trouble.

Under normal conditions most men will do satisfactory work. However, let a salesman get fired several times through no fault of his own, keep him idle during the winter months when he most needs an income, and he will sometimes do things he should not do, thinking it will help him hold his job. There are other reasons why salesmen do off-color stunts, but I think that fear of losing the job comes mighty close to being No. 1. Don't tell me that decent, conscientious salesmen can always keep their jobs. We've seen plenty of them go at the end of the season.

A common statement when the talk is about salesmen is how hard it is to get good ones. The expression "good ones" does not mean super-salesmen, but refers to men possessed of what might be called ordinary qualities like industry, honesty and a desire to make something of the job. Twice last year we were unable to hire salesmen when we wanted them. In one city we did not feel justified in hiring a single





WHAT THEN TO DO ABOUT IT?

The incandescent beauty of a brilliant art job often leaves unanswered one simple question. The question is, what of it? Copy answers the question and brings it home. It may, indeed, add logic, when atmosphere is not enough. It may adduce *fact* which pictures can't convey. These tasks vary with the necessities of the case. But one thing good copy always does: *It always aims to get a decision.* The picture makes the prospect. The copy makes the sale.

CALKINS & HOLDEN, INC.

247 PARK AVENUE · NEW YORK CITY

As advertised in the

BOOT *and* SHOE RECORDER

BOSTON

For 45 years the Boot and Shoe Recorder has worked to get more and better shoes sold right. Naturally, the A. E. Nettleton Co., makers of men's fine footwear, has added its advertising co-operation.

A. B. P
A. B. C



Chicago New York Philadelphia BOSTON Rochester Cincinnati St. Louis

OUR compositors work from clear instructions. They do not guess. They know, from the start, the requirements of each advertisement. An extra care this—a Diamant care—

and it costs no more!

Write for booklet

E. M.
Diamant
Typographic Service
195 Lex. Ave. CALedonia 6741



Keeping in close touch with the Far West's advertising activities

is possible through reading the 120 to 150 page monthly issues of Western Advertising. Specializing in food and community advertising; general articles on markets, selling technique; reproductions of characteristic western advertisements, covers in color, special art features; hundreds of news items, etc., etc. Complete your list of necessary advertising literature by subscribing now—trial subscription six months, $1.00.

WESTERN ADVERTISING

564 Market Street · San Francisco

[A subscription placed now will include the Annual Review Number (February)—big value in itself.]

applicant—they had all been spoiled by someone else.

In the second city, the worth-while salesmen said "what of the winter?" and we didn't have the exact answer at that time.

Leaving out of consideration the merits of working outdoors and inside, which is supposed to be the better job: that of a grocery specialty salesman or that of a male clerk in a department store?

If you get the same answer I astonished myself with, you'll get one of the answers to why selling costs are high for manufacturers.

High selling costs are not fatal, especially if they can be passed on to someone else and there is no particular necessity for a manufacturer to get all heated up about salesmen.

He can just hire, fire and hire some more.

But the manufacturer who thinks that his sales costs are too high, that they interfere with larger profits and building for the future, may well devote unlimited serious thought to doing things differently as regards salesmen. Improving conditions for salesmen should improve conditions for ourselves. No man is reckless with a good job, and the way we are beginning to see things is to make ours the best job possible, consistent with what we can do, even though we have to separate ourselves from the main herd.

A Million Dollar Order

[CONTINUED FROM PAGE 36]

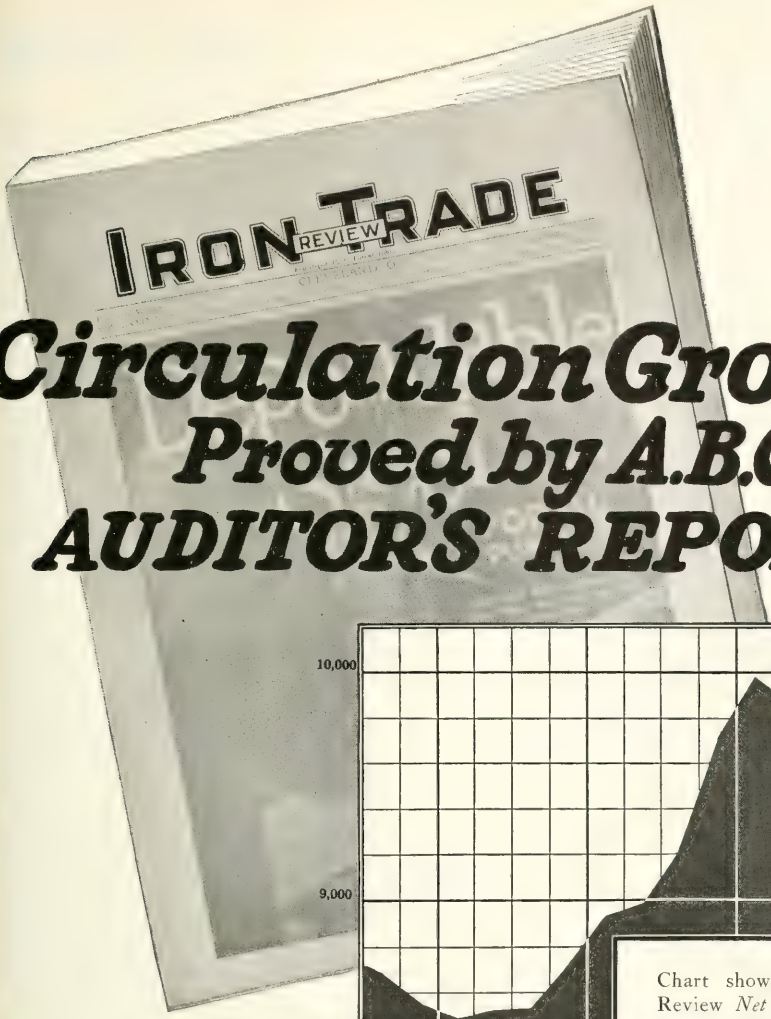
mentals. He created desire by arousing interest without ever raising his voice or using the aggressive methods which are too often mistaken for good salesmanship.

"There wasn't a man at the table who didn't have a higher appreciation of the value of life insurance when Mr. Cord had finished than he did before he began. One man made the statement that if he had known as much about life insurance twenty years ago as he did after Mr. Cord's talk, he would have twice as much insurance as he carries today.

"Mr. Cord made a prospect out of every man at the table without showing any effort to do so and without using any of the methods which have so frequently brought life insurance agents into disfavor."

There is a great lesson in this for all business concerns with products to sell. It teaches the value of resourcefulness as well as salesmanship. It shows the importance of knowing your business and of having the ability to talk about that business in terms which will have a prospect practically "sell himself."

Mr. Patterson said that it was worth many thousands of dollars to him to observe Mr. Cord's methods, as he intended putting similar ideas into practice among the agents and salesmen of the N. C. R. Company. As he said, "After all, it is the product which should interest a prospect and not the salesman himself."



Circulation Growth Proved by A.B.C. AUDITOR'S REPORTS

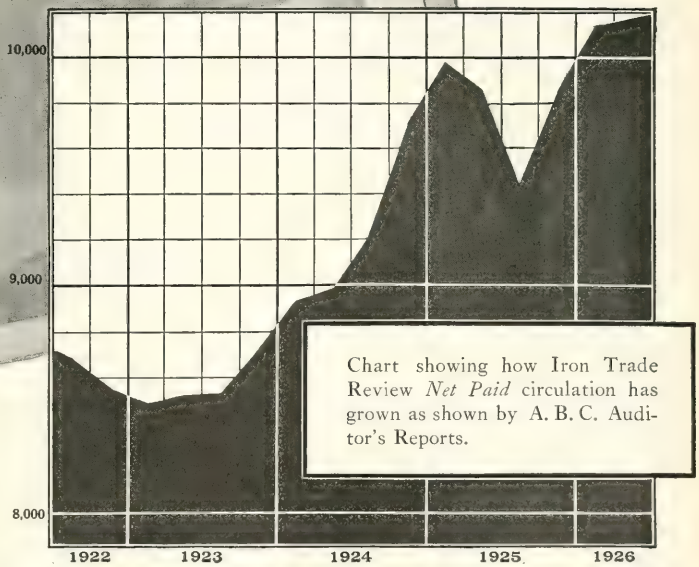


Chart showing how Iron Trade Review *Net Paid* circulation has grown as shown by A. B. C. Auditor's Reports.

THE *Auditor's Reports* of the Audit Bureau of Circulations give the quarterly average *net paid* circulation of Iron Trade Review since September, 1922, as shown at the right.

1922 Quarters
Third..... 8696
Fourth..... 8553

1923 Quarters
First..... 8499
Second..... 8512
Third..... 8514
Fourth..... 8729

1924 Quarters
First..... 8923
Second..... 8990
Third..... 9209
Fourth..... 9700

1925 Quarters
First..... 9971
Second..... 9848
Third..... 9423
Fourth..... 9846

1926 Quarters
First.....10121
Second.....10174

A Penton Publication

Member, Audit Bureau of Circulations **Member, Associated Business Papers**

The STANDARD ADVERTISING REGISTER

Gives You This Service:

1. The Standard Advertising Register listing 7,500 national advertisers.
2. The Monthly Supplements which keep it up to date.
3. The Agency Lists. Names of 1500 advertising agencies, their personnel and accounts of 600 leading agencies.
4. The Geographical Index. National advertisers arranged by cities and states.
5. Special Bulletins. Latest campaign news, etc.
6. Service Bureau. Other information by mail and telegraph.

Write or Phone

National Register Publishing Co. Inc.
R. W. Ferrel, Mgr.
15 Moore St. New York City
Tel. Bowling Green 7966

Have you seen January
ORAL HYGIENE?

1. An editorial contents page that few dentists can resist.
2. Greater circulation than any previous issue—60,121 copies.
3. A record volume of advertising patronage.

Why all this advertising?

Nobody is *obliged* to advertise in Oral Hygiene.

Folks advertise in O. H. because they *want* to.

They want to because year after year Oral Hygiene—to use a tattered phrase—delivers the goods.

And everybody knows that.

ORAL HYGIENE
Every dentist every month
1118 Wolfendale Street, N. S.
PITTSBURGH, PA.

CHICAGO: W. B. Conant, Peoples Gas Bldg., Harrison 8448.
NEW YORK: Stuart M. Stanley, 62 West 45th St., Vanderbilt 3758.
ST. LOUIS: A. D. McKinney, Syndicate Trust Bldg., Olive 43.
SAN FRANCISCO: Roger A. Johnstone, 155 Montgomery St., Kearny 8086.

Public Relations Counsel States His Views

[CONTINUED FROM PAGE 31]

view of an advertiser who does not understand the broad basis of news and public information.

The name of a tobacco was not mentioned in the press when the aviator fell from his sky-writing machine. Lux was not named in the papers in connection with Lord Leverhulme's obituary notice. That has little importance in the whole subject of propaganda or counsel on public relations. One sees an ice crystal here and there—and not the glacier.

Now we come to a third misconception: the relationship of this new force to the press, as a special pleader, as a carrier of information, and as a creator of opinion. What is the relationship of news to advertising? What are the relations of this new profession to the press of the country?

Most men who have discussed this whole question have treated only of the press. My own feeling is that they have done so because they have thought no further. But in a sense the same relationship is true of all methods of reaching the public.

Let us get down to definitions.

By the press we mean the free press of America, not the subsidized press, of this or any other country. The press selects its news on the basis of the mental calibre of its readers. Any material which this press prints may broadly be defined as news, competing as it does with all other ideas that seek publication at the given time.

And this definition, you will note, takes no account of the advertising connotations of the given material. The acid test applied to it is its value to the reader of the particular journal as understood by the editor, who knows the policy, the aim, the ideals of his particular journal. On this test only must it ride or fall.

What difference whether the news concerns an advertised product or not? What difference whether the news concerns a statesman, clergyman, actor or businessman, as long as its value exists at the given time in relationship to the other values.

IF the public relations man can breathe the breath of life into an idea and make it take its place among other ideas and events, it will receive the public attention it merits. A temporary censorship by one journal or another cannot suppress a good idea. On the other hand an advertiser whose product has not become active news has no cause for complaint if editorial judgment bars his product on that account.

I admire the equity with which Mr. Ochs conducts the *New York Times*. News is printed because of its news value, and for no other reason. The *Times* editors determine what is and what is not news with complete independence. They brook no censorship. They are not influenced by any external pressure or censorship, nor swayed by any values of expediency or opportunism. The *New York Times* is not a sole example. The conscientious editor realizes that his obligation to the public is news. He is not governed in the use of news by a consideration as to whether it was created by a counsel on public relations or by John Doe. The fact of its accomplishment makes it news.

I HAVE no patience either with those individuals who want to abolish a free press and change it into a medium that merely sells advertising; a group of people who see the press simply as two-penny handbills of advertising. They seem to lose sight of the fact that the function of the press is to inform and reflect, to hold the mirror up to life. If important things of life today consist of transatlantic radiophone talks arranged by commercial telephone companies; if they consist of inventions that will be commercially advantaegous to the men who market them; if they consist of Henry Fords with epochmaking cars and epochmaking ideas, then all this is news; protesting and competing advertising agents to the contrary notwithstanding.

And if our public relations counsel can enlist the special attention of Lord Mayors, of captains of industry, of actors and other well known men and women, that is news too; the same advertising agents to the contrary notwithstanding.

One well known advertising agent has said that he regards the overplaying of a given idea in a newspaper as equivalent to a premium for the readers' attention; that therefore the given newspaper is not a fit medium for advertising and therefore does not fulfill its function as a newspaper. What a fallacy! Who is to determine to what group of the public a newspaper should appeal? If the newspaper is interested in reaching a certain section of the public and that section wants certain material to be emphasized, whether it be economics or the personalities of its heroes, then the newspaper will try to satisfy its readers' tastes. Naturally it will solicit such advertising as appeals to its particular subscribers. The *Nation* may print advertisements of the Fellowship for Industrial Democracy and the *Daily News* will more likely have installment furniture advertisements. Who will quarrel with either?

As to the flow of propaganda into the newspaper offices of the country, it is within the province of every editor to reject any material that does not stand out in the news of that day. All he needs is a right or left movement of his hand in the direction of the waste basket.

Propaganda is no menace under these conditions.

There is one thing, however, which should be observed: that is not to print material that has no mark of origin. But after all, there is little danger of

Wesson Oil  India Tea  Kraft Cheese

 Gulden's Mustard  Bouquet * Cake

Blue Label Ketchup  Fleischman's Yeast

Muffets*  White Rose* Tea  Cocomalt

Nestle's* Chocolate  White Rose Bread

 Wheatsworth Crackers  Kellogg's Pep

Ward's * Bread  Heinz * 57  Borden's Milk

 Drake's Cake  Encore Olive Oil 

Quaker* Oats  Mazola  Bamby* Bread

Pride of the Farm Catsup Tetley Tea 

 Mueller's Spaghetti  Heckers' Flour

Are some of the food advertisers
who used The News in 1926

*These advertisers each spent more money in The News in 1926 than in any other New York Newspaper.

THE NEWS
New York's Picture Newspaper
Tribune Tower, Chicago 25 PARK PLACE, NEW YORK

When 5 Feet Equal Only 6 Inches

A WEEK AGO YESTERDAY, I dropped into a leading New York architect's office to get his view points on a new plastic floor material, for which we have been asked to do the advertising business-building.

In the course of the conversation, he made some very pithy remarks about how and what the advertising and printed matter should be for architects.

Much to our surprise he unqualifiedly stated that "only 10 percent of the catalogs and circulars sent to architects are worth a hoot".

Then he stepped to a 5 foot shelf of catalogs, and pointing to 6 inches of them, remarked: "Out of all of them, only these few are made as an architects catalog ought to be made."

Out of the 8 catalogs in that 6 inches, half of them were prepared by us. Evidently our method of specializing in the advertising of building materials to the architect, is fundamentally sound.

It has been our method for over 21 years. Furthermore, we are a so called "small agency". It seems to be the feeling of our customers that its purposely limited size has certain, very definite advantages.

Glad to give you some of their view points.

TUTHILL ADVERTISING AGENCY

L. W. C. TUTHILL, *President*
1133 BROADWAY
NEW YORK

HOTEL EMPIRE

New York's newest and most beautifully furnished hotel—accomodating 1034 guests
Broadway at 63rd Street.
ROOM WITH PRIVATE TOILET $2.50
ROOM WITH PRIVATE BATH $3.50

Bakers Weekly A.B.C.-A.B.P.
New York City
NEW YORK OFFICE—45 West 45th St.
CHICAGO OFFICE—343 S. Dearborn St.
Maintaining a complete research laboratory and experimental bakery for determining the adaptability of products to the baking industry. Also a Research Merchandising Department, furnishing statistics and sales analysis data.

FREE Book on A SALES AID



Your salesmen should show skeptical prospects the testimonial letters and orders received from satisfied customers—they supply proof and get the orders. Don't leave testimonial letters lying idle in your files—give them to your men and increase sales through their use. *Send for a copy of booklet today.*

AJAX PHOTO-PRINT CO., 31 W. Adams Street, Chicago

a conscientious editor printing such unidentified information.

Why quarrel with the fame of a Valentino, or Al Smith or Ederle or baseball or radio? And point out that these have not paid for the public attention they get, when others must pay? Newspaper space, just like the thought space in your mind, is not and cannot be bought on a per line basis. The newspaper does sell advertising, but news is a commodity that cannot and should not be bought. Nor can its space allotments be judged by advertising standards. It simply tells of public happenings and public thoughts, a public which is made up of editors as well as of readers. If the public is more interested in the spectacular swimming of a channel than it is in the marketing of a new breakfast food, then industry has to pay for the difference by increasing sales promotion outlays.

Industry cannot with any actual justice blame the editor for honest evaluations.

Fourth Annual Exhibition of Printing for Commerce to Be Held

ON the evening of Feb. 1, at the Art Center, 65-67 East Fifty-sixth Street, New York, the opening and private view will take place of the Fourth Annual Exhibition of Printing for Commerce, given by the American Institute of Graphic Arts.

The speaker will be Earnest Elmo Calkins, who will talk on "Good Printing and Bad—Who Does It and Why."

German Periodical of Advertising Art Enlarges Its Scope

BEGINNING with January, 1927, *International Advertising Art*, published in Berlin, will present in the twelve numbers issued during the year the best that is being done today in advertising art in European countries and in the United States.

Formerly called *Gebrauchsgraphik*, which it now retains as a supplementary title, this publication has since 1924 been presenting examples of German advertising art.

As the new additional title indicates, it has greatly enlarged its scope, and now draws its material from international sources.

Any conceivable form of pictorial, or otherwise artistically executed, advertising is the subject of careful investigation by the publisher, Prof. H. K. Frenzel. The variety of subjects presented includes all branches of industry and commerce that employ art in advertising.

In the twelve numbers published during the year there will be over 2000 illustrations in black-and-white and in full color.

There are to be both German and English texts.

The Book Service Company, New York, are appointed the sole representatives of the publisher and sole distributors of his publication for the United States and Canada. The subscription price of twelve numbers is $15.00. Single numbers are sold at $1.50 a copy.



Outdoor Advertising

57.6% of the people in the United States live in the rural districts and towns of less than 10,000 population. To reach this vast buying public effectively, leading Automobile Manufacturers are using OUTDOOR ADVERTISING. It is not merely a coincidence, therefore, that *57.4% of the total Automotive sales are made in towns under 10,000.

Outdoor Advertising is the one medium through which this rural and semi-rural population can be intensively covered.

YOUR own Advertising Agency, if a member of the National Outdoor Advertising Bureau, can create your Outdoor Advertising in complete harmony with your other Advertising activities, and handle it in all detail.

*From an authoritative source.

National Outdoor Advertising Bureau

INCORPORATED

An Organization Providing a Complete Service in Outdoor Advertising through Advertising Agencies

1 Park Avenue, New York General Motors Building, Detroit 14 East Jackson Boulevard, Chicago

The OPEN FORUM

Individual Views Frankly Expressed

Advertising Is Art

THE trouble in Mr. Gundlach's whole argument is that it is based upon a false premise. He assumes in the beginning—what his title declares —"Art versus Advertising"—that art is separate from advertising, something with other aims and methods.

He makes it plain that the "advertising man" has a serious job before him in planning and executing the copy for his client, and it's a question in his mind whether art is going to help him or hinder him in the doing of it. His idea or conception of art is made clear in his question, "Are we prostituting art when using it for advertising?"

Before attempting to answer that ringing inquiry I would ask Mr. Gundlach if he considers literature an art and the authors of "Ode to a Grecian Urn" and "Lord Jim" artists? If so, is not this earnest advertising man prostituting art when he writes his text to sell a goose? All good art, apparently, is to be found confined in frames and hung in galleries. Then surely all "literature" is bound in calf and found only in our libraries and those of us who use brush or pen to express advertising ideas are prostituting art and those whose tools are words are doing likewise.

That point of view used to be widely held early in the century. Since those days of pioneering we have come a long way. The intelligent advertising man today knows he cannot do one thing toward creating an advertisement without art. In contemplating a simple type ad the proportion of the space, the placing of the type, the character of the face and the setting thereof, are all matters of art. When it comes to headlines, if hand lettered, only the most talented letter artist can be trusted, and if set in type equal talent is required.

"Art is arrangement," so a successful type ad is a work of art. So is a fine Persian rug or Ming vase.

But let us consider Mr. Gundlach's butcher selling his goose. I admit his selection of illustration and argument is logical. That is doubtless the reason behind many ads in the magazines and newspapers that are banal, obvious and "logical." The eye passes easily over them until it is intrigued by others of unusual form that claim the attention and draw it pleasingly down through the text.

The art that was sufficient unto itself used to be considered the only "real" art. Advertising has compelled art to become aggressive, militant. It was the expression of a state of mind. It has become a vibrant message. It is no longer the shepherd's pipe but the herald's trumpet. Is it any the less art because of the transition?

The profession of Art Director is the logical outgrowth of the problems Mr. Gundlach sets for himself and the quandary he finds himself in. The art director knows that advertising is art and there can be no good advertising without art.

C. EVERETT JOHNSON,
Chicago, Ill.

Concerning Our Previous Issue

YOUR Jan. 12 number must give you a high degree of satisfaction. It is as full of meat as an egg.

Mr. Parsons' page has given me the solution to a present problem, and I am sure it will incite ideas and action in many places. And Hotchkin! I've read his article three times and agree with it each time more completely. He is giving you the best stuff that is printed.

Which brings up the question of what particular experience best fits one to be an advertising manager. Mr. Durston reports what many managers offer in explanation of how they got that way, but not one registers department store experience, which, in my opinion, is the *sine qua non*, the *ne plus ultra* and the *je ne sais quoi*. Because the department store man, if he is alive, learns people and what moves them. Also he learns about 57 varieties of merchandise and about what is loosely called "merchandising"—which word, in the mouths of most advertising men, covers a tremendous amount of bunk—but which means really the selling of goods at a profit—quick and rapid turnover and a clean stock. And it doesn't matter much whether the stock is ribbons, roller-skates or rolling mills.

You and I know—and God knows, I am not a purist. I do not even know the parts of speech by their first names, but I have a shuddering abhorrence for the totally incorrect use of words.

Writing men surely should know words and should not misuse "vocation," "unique," "transpire" and do others of "those kind of thing." Writing men should emulate Mr. Hotchkin, who has myriads of trained words that sit up and bark accurately whenever he pleases.

CHARLES AUSTIN BATES,
New York.

Thanks to Mr. Rogers

AS a subscriber to your publication I am finding your new department of "The News Digest" to be most interesting and valuable. It is a wonderful time saver and in a few minutes each two weeks enables me to know all personnel changes which have taken place in advertising.

However, I trust you are open to a suggestion which I believe will improve the value of this service.

The "Changes in Personnel" section is rather large. I believe that it would be a great convenience to your readers if you would divide this section three ways by agency changes, publication changes and advertiser changes. Of course, there are some changes from one of these fields to another, but the field into which the man is going would determine the listing.

V. J. ROGERS, *Sales Manager*,
Topics Publishing Company, New York.

Mr. Rogers' suggestion has been acted upon, and the change taken effect in this issue.—EDITOR.

Collegiate Cigarettes

IN the fall of 1908, several hundred of us descended on a certain college town and proceeded to flourish enormous pipes, and packs of Rameses, Moguls, Murads, etc., making the most of our opportunity to smoke in public before freshmen rules were clapped down upon us with the official opening of college.

In our visits to fraternity houses, part of the rushing program of those days, we were introduced to a new cigarette called Fatima, which was being sold by local stores. It was something new; no one had ever heard of the brand before, but it took like wild fire. It was the collegiate thing to do to smoke Fatimas; it became the standard of the freshman class as ultra-collegiate young gentlemen.

At Christmas time many undergraduates from the college I speak of, and from other institutions of "learning" where cigarette smoking was prevalent, descended upon New York. No Fatimas were to be had. I have often wondered how many calls for Fatimas the United Cigar Stores received during the Christmas season of 1908. At any rate, when Easter vacation came along Fatimas could be bought at almost any store handling cigarettes in the metropolitan area.

C. F. BEATTY, *Adv. Manager*,
New Jersey Zinc Co., New York.

POWER

Devoted to the Power Problems of All Industries

Fred R. Low

Editor in Chief. Past President A.S.M.E., Past Member American Engineering Council, Chairman A.S.M.E., Boiler Code Committee, Chairman A.S.M.E. Power Test Code Committee, Author of several Engineering works, Member Nat. Assoc. Stationary Engineers—an outstanding figure in the industry. Editor of POWER for 37 years.

A. D. Blake

Associate Editor of POWER for 15 years. Graduate Mechanical Engineer, 3 years power plant construction experience—Member A.S.M.E., N.A.S.E., Member A.S.M.E., Sub-committee on Industrial Power.

C. H. Berry

Associate Editor. Formerly Assistant Professor Steam Engineering at Cornell, then Technical Engineer of Power Plants, Detroit Edison Company. Member A.S.M.E. Power Test Codes Committee, Chairman A.S.M.E. Sub-committee on Steam Turbines, Member American Refractories Institute.

F. A. Annett

Electrical Editor. Five years instructor in Electrical Engineering, five years in the design, construction and operation of electrical machinery, and eleven years on POWER Editorial staff. Member A.I.E.E., N.A.S.E. and Association Iron and Steel Elec. Engineers.

L. H. Morrison

Oil Engine Editor. Graduate Mechanical Engineer, 15 years experience in design, erection and operation of oil engines. Sec. Gas Power Section of A.S.M.E., Member N.A.S.E. Author authoritative works on oil engines.

P. W. Swain

Associate Editor. Graduate of both Yale and Syracuse. Instructor in Power Engineering at Yale for two years. Chairman Papers Committee of American Welding Society, Chairman Sub-committee on bibliography of feed water investigation, A.S.M.E. and N.E.L.A. Member N.A.S.E.

A. L. Cole

Three years of design experience, 8 years as chief engineer of a 15,000 kw. station. Specializes on boilers and powdered fuel. Member A.S.M.E.

Thomas Wilson

Western Editor. Graduate engineer, 20 years practical experience. Member A.S.M.E. and Western Soc. of Engineers. Member Executive Committee of Chicago Section A.S.M.E. Member N.A.S.E.

F. L. Beers

Copy Editor. Member of POWER Staff for 25 years to whose hands all copy must go for final check and approval.

These Men Make POWER

Published at 10th Ave. and 36th St., New York

"Ninety-eight per-cent of the equipment or material we have used in our power stations has been brought to our attention through advertisements in POWER—

POWER has been our leading source of information for new equipment."

This from the Chief Engineer of a large New England power plant—selected from dozens of similar letters from POWER readers to show that POWER readers READ POWER advertisements and use them to help them select equipment and supplies.

A.B.P. A.B.C.

If you are seeking to cultivate the Buying Power in the power field, let us show you how POWER can help you—to analyze the market—to reach the influential men in that market.

POWER

A McGraw-Hill Publication

Speaking *of* Records

—can you match this one?

Leading advertisers* have invested more than one quarter of a million dollars in the *first ten issues* of THE SHRINE MAGAZINE

***INCLUDING*

Murad Cigarettes
Bayer's Aspirin
Alexander Hamilton Institute
Herbert Tareyton Cigarettes
Aladdin Readi-Cut Homes
Zapon Leather Cloth
Brunswick-Balke Billiard Tables
Douglas Shoes
Forhan's Tooth Paste
National Union Mortgage Bonds
Remington Typewriters
Burrough's Adding Machines
Goodrich Tires
Chesterfield Cigarettes
Williams Oil-O-Matic Heaters
Waterman's Fountain Pens
Mohawk Carpets
Camel Cigarettes
Anatomik Shoes
Hupp Motor Cars
Adair Mortgage Bonds
McAlpin Hotel
Weed Chains
Lucky Strike Cigarettes
Auburn Automobiles
B. V. D. Underwear
Royal Typewriters
White Rock Mineral Water
Fidelity Mortgage Bonds
Royal Mail Steam Packet Company
Doubleday, Page & Co.

The net paid circulation of THE SHRINE MAGAZINE is 607,112 copies monthly. *A distribution statement, by states, will be mailed upon request.* A distribution statement, by cities and towns, is now in course of preparation.

THE SHRINE MAGAZINE

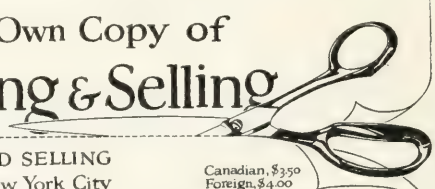
1440 Broadway · New York
Phone: Pennsylvania 7827

CHICAGO
360 No. Michigan Ave.
Phone: State 2784

BOSTON
Little Building
Phone: Hancock 8086

Have Your Own Copy of

Advertising & Selling



ADVERTISING AND SELLING
9 East 38th Street, New York City

Canadian, $3.50
Foreign, $4.00

Enter my subscription for one year (26 issues) at $3.00

☐ Check for $3.00 is enclosed. ☐ Send bill and I will remit promptly.

Name _____ Position _____
Address _____ Company _____
City _____ State _____

What Kind of "Dealer Help" Really Helps?

[CONTINUED FROM PAGE 44]

ture or electrical store—the type often referred to as "neighborhood stores"—sources of quick supply for products not high enough in price to warrant "shopping around" in the larger stores and usually standardized by trade-mark or custom.

They are one-room stores in which the owner is usually the hardest working employee, if he is not the entire salesforce. Their credit ratings range from nothing to $15,000 or $20,000. They are not departmentalized. Their owners make anywhere from minus a good many dollars to $2,000 or so a year. There are, in the United States, somewhere between 500,000 and 750,000 dealers of this type, the great majority being grocers, druggists and owners of small automobile accessory shops and service stations.

So far as they are concerned, I will confine myself to the suggestion of a few principles:

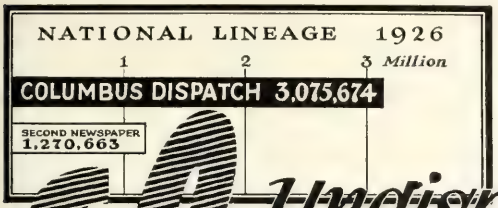
First—Consider the actual importance of a given article of merchandise as a factor in the total sales of the store that sells it. The distributor is smart enough to realize that it doesn't pay him to devote his whole window, for example, to an elaborate cut-out of some little specialty whose sales cannot possibly be great enough to make that window pay a profit. A sense of proportion is, therefore, the first requirement in planning any kind of dealer help campaign.

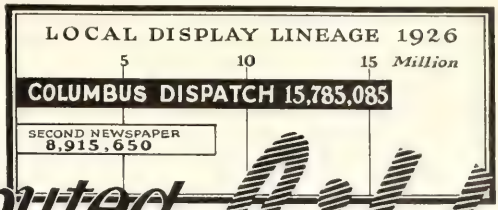
A second requirement is physical adaptability to average conditions within the store — not supplying big window pieces or elaborate advertising campaigns to the store with limited display space or an advertising appropriation that is marked chiefly by its absence.

The third requirement is superior attractiveness and selling power, as compared to similar material offered by competitors—not necessarily the reproduction of a canvas by Maxfield Parrish, but certainly not the chromatic atrocities that are so often received by the average store.

The fourth requirement is sufficient salesmanship in presenting such material to insure its use. This may range from suggestions for display, printed on the back of the counter or window card, to a half-hour demonstration by a high-grade specialty salesman before installing an elaborate window.

THE fifth requirement is a realization of the limitations under which distributor-dealers operate and care not to fall into the error of judging the needs of the mass by the activities of an unusually alert individual. Some small stores will spend in mailing lists, will use cuts in their newspaper advertising and will mail out several thousand booklets, but the average distributor dealer is too busy taking care of customers and looking after the thousand and three details of his store even to have time to balance his books, to say nothing of attending to advertising procedure. It is for this reason that the most successful and most widely used "dealer helps" for this type of store that I have seen have been the simplest.





Undisputed Leadership!

The Outstanding Preference Shown by Home Merchants for the

Columbus Dispatch

is a Striking Tribute

Home Merchants' Advertising has long been the recognized foot-rule of newspaper effectiveness. . . . And by such a measuring stick The Columbus Dispatch is nearly twice as good an advertising value as the second Columbus newspaper. Home Merchants during 1926 favored The Dispatch with 15,785,085 agate lines of Local Advertising. . . . Nearly twice the amount of such advertising carried by the nearest Columbus competitor.

In Classified Lineage The Dispatch was also far in the lead during 1926. . . . Over twice the volume of Classified business carried by the nearest competitor. . . . More than the Classified Lineage of all other Columbus newspapers combined, by more than half a million agate lines.

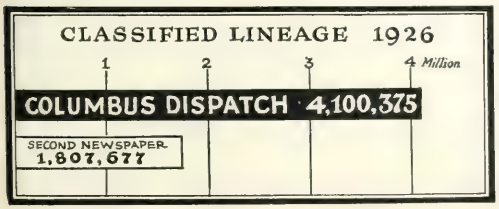
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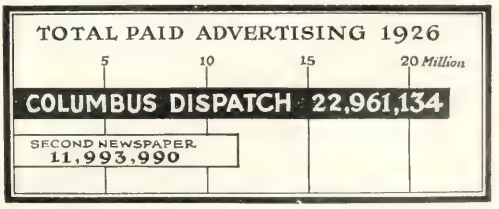
Leadership undisputed! . . . In every field. Is it any wonder that a great, growing group of National Advertisers is using The Dispatch **exclusively** in order to reach and sell this rich Columbus and Central Ohio market?

The Columbus Dispatch

OHIO'S GREATEST HOME DAILY

HARVEY R. YOUNG, *Advertising Manager*







As we *all* know, the cheapest rate at which you may mail a personally-addressed circular these days is $15 per thousand.

As *you* may not know, Shopping News will deliver that same personally-addressed circular to a part or all of the 225,000 homes in Cleveland, *into the hands of the person addressed* for $10 per thousand *at the most*.

Just incidentally, you may send *twice* the weight at our rate!

SHOPPING NEWS
5309 Hamilton Ave.
CLEVELAND



SELLING AID
Send 10c for proofs 500 cuts and plans for making your ads pay better.
SELLING AID
616 N. Michigan Ave., Chicago



The Only "Denne" in Canadian Advertising
Canada may be "just over the border," but when advertising there you need a Canadian Agency thoroughly conversant with local conditions. Let us tell you why.
A. J. DENNE & Company Ltd.
Reford Bldg. TORONTO.

Past Fifty

[CONTINUED FROM PAGE 32]

profit means until they have passed forty years of age.

Why do we hear such an uproar today about the small percentage of net profit in most stores? Certainly not because the stores operate on the basis of close mark-ups; for they do not! Each year the mark-up percentage creeps a little higher. The answer must be sought in quite a different direction.

That old fallacy about Youth is one of the two criminals-in-chief. The other fallacy—fit twin for youthful promotion—is that, "If satisfactory sales volume is secured, net profit will take care of itself." As nine on the face of it; but widely held in belief.

The effervescent energy of vigorous muscled youth drives for sales, sales, sales, for hectic rush and hurry, for price-cutting, space-wasting, black type advertising—to eat up the community's gold-mine of consumer requirements by feeding people on bargains, usually at low mark-up prices. Thus inventory time finds that regular goods had to be slaughtered to get them sold, that a large part of the earned profits have been dissipated, and that, with all the sales volume secured, the profits are not so large as they would have been if the store's volume had been half as much; but merchandised and advertised with mature sanity.

Just recently it was my privilege to take part in a survey by our organization. We analyzed the store's intimate figures of advertising costs and percentages, and the volume and profit results by departments. That survey again demonstrated the fact that the five departments which showed the largest net profits were managed by the oldest executives. First stood a woman past fifty; next a woman past sixty; third a man past fifty-five, and fourth a woman of seventy! Three of those managers had operated their departments for more than forty years!

They knew exactly how to keep their stocks, get constantly increasing sales volume and make gratifying net profits. And many of the youthful managers were losing a lot of the money that the elderly managers had made!

THAT is the secret of the youthful energy that overleaps itself. Right there is the truth about much of the cause of profitless gloom for so many stores (and manufacturing establishments) that are highly successful in securing large sales volume—the thief of profits.

Today there are scores of stores, doing from ten to thirty millions of dollars in business a year, skimming so close to disaster that they do not know until the last inventory figures are counted whether they have made a little profit or a great loss for their year's labor.

Yes, youngsters, of the right sort, are "on their toes" for business; doing the best they know, as they gather their costly experience, fighting to force more and more sales, cutting the life out of profits in their eagerness to create bargains to advertise. For price-cutting is the only way that most of them know by which to create impelling advertising. They may be successful in keeping up with their quotas, and silly merchants cheer them and urge them on, because they do not know how to read the figures of net profits. Most of the time they would find that these constant howlers of bargains (unless they are ungodly liars to the public; hence debauchers of the reputations of their employers) are destroying, wasting, wiping out the profits made by their wiser elders, while making no net profits of their own.

YOUTH will be served; and is. Youth will get his experience; and must. Youth makes a big noise; for that is youth's big asset, and it gets the job. But it is maturity and experience that make real money for their employers and for their own businesses.

Who is the power that has made and is making so much money for the stockholders of Steel? How old is Judge Gary? What has he done since he was fifty years of age? And how does his work *since* he was fifty years old compare in financial accomplishment with what he accomplished *before* he was fifty years old?

Is this thing that we call "experience" of any value? If a man possesses demonstrated brain vigor and expert skill in his craft, are we to place its value hopelessly below mere youth and athletic ability? Of course, if a man is to go to war, is to build steel skyscrapers or bridges, is to travel back and forth across the continent, demonstrate automobiles or airplanes, youth and bodily vigor are primary. But in advertising, where the primary factor is brains, backed by the experience that knows what *not* to do, and the cultivated taste and skill that know what is best to do and how to do it in the most approved method, maturity and ripened judgment are worth a hundred times as much in creating public desire for the goods advertised and in securing the market at a profit, as the fact that the applicant is only thirty to thirty-five years of age.

I have a rather broad acquaintance with the abilities and accomplishments of advertising men, both in agencies, in factories and in stores, and if I were spending a hundred thousand or a million dollars a year for advertising, I would never risk it in the hands of a man of less than thirty-five years; and if I had my pick of all the men I know, my first choice would be a man who is probably fifty-nine, and my second choice would be a man who, I think, is about forty-eight years of age. Neither of these men would waste and fritter away my money on harum-scarum ideas, as money by the millions is wasted today by youthful enthusiasm and frantic attempts at so-called "originality."

Merchants who are pinch-penny skinflints when buying salespeople and service are squandering thousands of dollars without knowledge in futile and extravagant advertising, because they insist upon employing men in the early



INCOMPARABLE

The only conclusive test of the validity of our claim that Gotham is incomparable is, of course, a comparison of our work with that of others. No matter what quality of work you measure against our own, you will perceive in Gotham engravings the decisive margin of superiority that can be established only by the most accomplished craftsmen, working with every facility for extending their ability to the utmost.

We, therefore, invite you to satisfy yourself, by comparison, tha Gotham is incomparable.

GOTHAM PHOTO-ENGRAVING CO., INC.

229 West 28th St. New York City

Telephone: Longacre 3595

In 1926

THE PROVIDENCE JOURNAL

and

THE EVENING BULLETIN

printed

24,717,446 lines

OF PAID ADVERTISING

This is a gain of 1,104,527 lines over 1925, the best previous record. This is 72.28% of all advertising lineage carried in Providence newspapers during 1926. Year after year these newspapers have made a steady gain in advertising patronage—because they produce results.

The readers' confidence and circulation dominance of these publications make them valuable mediums for advertisers.

Circulation, 108,809 Net Paid

PROVIDENCE JOURNAL COMPANY
PROVIDENCE, R. I.

Representatives
CHAS. H. EDDY CO. R. J. BIDWELL CO.
Boston New York Chicago Los Angeles San Francisco

thirties, for whose experience somebody must pay; while a man of expert skill, sound judgment, valuable experience and abundantly demonstrated accomplishment kills himself because *nobody wants a man past fifty years of age!*

Marketing Building Materials

[CONTINUED FROM PAGE 24]

carpenters is to confine its distribution through lumber dealers and through those building material dealers who have a complete lumber stock and service.

With a building material product whose "consumer-user" is the mason or plasterer, it would seem at first that it were best to confine its sale through mason supply dealers.

However, the fact that many lumber dealers are in reality complete building material dealers indicates that a certain percentage of them can be looked upon as legitimate outlets. From these facts it is apparent, then, that no hard and fast grouping of marketing outlets can be set up. There are too many variations.

The only sound marketing procedure is an analysis of the dealer outlet situation, bearing in mind the factors of the product; its "consumer-users," the manufacturer's present and future production, and a review of the present dealer set up and an estimation of the product's future trends.

Perhaps the only safe generalization on what is a sound sales policy in marketing building materials is made in asking recognition of the fact that in this field, as in others, it is increasingly clear that unless output can be marketed with a reasonable expenditure, it is uneconomical to produce a large output even at low cost.

Otherwise, profits earned by efficient manufacture are in the end dissipated in inefficient marketing and distribution.

All the above being true, there is nevertheless still ample opportunity for big sales development in building materials provided accurate marketing thinking is done and practical dealer selling plans are developed.

Complete plans will be found able to cover direct consumer selling by the manufacturer through national advertising, and localized selling by dealers to both "consumer-users" and consumer-owners.

Convention Calendar

FEBRUARY 26-28—Eleventh District Convention of the International Advertising Association, Greeley, Colo.

March 10-12—Mid-Year Conference of the Financial Advertiser Association, New Orleans, La.

MAY 9-11—Semi-Annual Convention of the Association of National Advertisers, Detroit, Mich.

JUNE 26-30—International Advertising Association, Denver, Colo.

OCTOBER 19-21—Direct Mail Advertising Association, Chicago.

Industrial MICHIGAN

Booth Papers Intensively cover this Territory of Great Prosperity and unusual Buying Power

TO determine the basis of Michigan's great buying power study its present industrial position as a producer of wealth. Michigan is the acknowledged automobile center of the world, manufacturing two-thirds of the world's motor car supply valued at over $1,500,000,000. Fifty-five plants are busily engaged in this great enterprise employing a vast army of skilled labor whose earning power is above $260,000,000 annually.

Second in importance is the gigantic industry supplying the parts and bodies, whose aggregate production is valued nearly one-half billion dollars.

Then come the other industries, such as foundries and machine shops, engines and water wheels, iron and steel forgings, stoves, electric machinery, sheet metal goods, brass, lumber and timber, furniture, paper and pulp, chemicals, coal, iron ore and copper. All these industries are the great source of Industrial Michigan's productive wealth, and in total value represent nearly $4,000,000,000 in annual output.

How Booth Newspapers Cover the State

The Booth 8 evening newspapers completely cover Industrial Michigan with the exception of Detroit. These papers not only enter the homes of over 250,000 families in the 8 leading cities but they reach out into the suburban territory and form one complete connecting link that blankets the State.

The national advertiser can reach one million readers who are among the greatest buyers, per capita, in the country at very little cost.

The Booth organization is ready to assist any advertiser anxious to capture this great market.



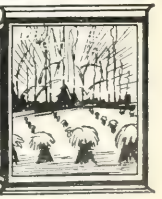
THE BOOTH NEWSPAPERS

Grand Rapids Press
Flint Daily Journal
Saginaw News Courier
Kalamazoo Gazette
Jackson Citizen Patriot
Bay City Times Tribune
Muskegon Chronicle
Ann Arbor Times News

I. A. KLEIN
50 East 42nd St., N. Y. C.
Eastern Representative

The Booth Publishing Co.

J. E. LUTZ
Tower Bldg., Chicago
Western Representative



IMPORTANT NEW BOOK

Advertising Research

By PERCIVAL WHITE

In this book, for the first time, advertising is treated as a science. Facts are the backbone of science and the book shows how to obtain facts about the product to be advertised, the product's market and the media for presenting the product to the public. It shows how, from such raw material and by elimination of waste and inefficiency, scientific and therefore successful advertising can be created. Invaluable for the general advertiser, the professional agency man and for the student.

620 Pages, 205 Practical Illustrations
Price $6.00. By mail, $6.25.

D. APPLETON AND COMPANY
35 West 32nd Street New York



Your Consumer Campaign with Trade Publicity

for Sample Copies address:

KNIT GOODS PUBLISHING CORP
93 Worth Street New York City

TESTIMONIALS

Speaking of testimonials, here's one we appreciate: *"I don't see how you do it. Our photostats are back almost before we realize the letters have been turned over to you. Real service."*

Let us prove that for you. You want photostats when you want 'em. We get them to you.

Commerce Photo-Print Corporation
60 Maiden Lane New York City

KEEP YOUR COPIES!

At the conclusion of each volume an index will be published and mailed to you.

RECENTLY PUBLISHED

By HARPER & BROTHERS, New York. —"Cooperative Advertising by Competitors." By Hugh E. Agnew, A.B., M.Pd. The Professor of Advertising of New York University treats with thoroughness the recent developments in cooperative advertising by associations of competing manufacturers or merchants, a subject which suffers from some misconceptions on the part of the general public. In a foreword the author clears the confusion caused by careless newspaper reading and then proceeds to outline the history of successful campaigns and the reasons for their success. His work is a helpful manual for a consideration of the subject. Price $4.

BY THE BIG SIX, London. "The Value of Colour in Advertisement." A portfolio on the discovery and development of the possibilities of color photogravure for advertising purposes. The book, which consists of examples in color of the results of this process, was designed and carried out by Sir Charles Higham, and is published by The Big Six: *The Illustrated London News, The Sphere, The Sketch, The Tatler, Eve,* and *The Illustrated Sporting and Dramatic News,* all of London. "The process has no connection whatever with either lithographic printing or offset printing. It is colour photogravure pure and simple, and the printing is done direct from copper cylinders."

There is an introduction to the volume that contains a note on the method by Brig. General Nevile Campbell, C. S. I., C. M. G., D. S. O., advertisement director of The Big Six, and a few words on the value of color in advertisement by Sir Charles Higham. Illustrated. Free upon request.

BY DOUBLEDAY, PAGE & COMPANY, Garden City, N. Y.—"Copy." By George P. Metzger. A book not written primarily as a text book for students, but rather to appeal to the mature understanding of writers of copy, visualizers, directors of sales and whoever has to do with the preparation or approval of advertising. Contains much material of a practical and helpful nature. Price $2.00.

BY J. H. SEARS & COMPANY, INC., New York. "Publicity." By Roger William Riis and Charles W. Bonner, Jr. In this book the case for publicity, and for industrial news publicity in particular, is made by two men who are active in such work. They describe the relationship between the publicity agent, the press and the public, and by reference to a number of examples, with reproductions of press clippings, they describe the methods and effects of well directed publicity campaigns. Price $2.00.

Your Salesmen

should have as good tools as these—



GEM BINDERS are built right to hold Testimonial Letters. Sales Bulletins, Photographs, Price Sheets and similar material. GEM BINDERS aid the Salesman in conveying that Good First Impression.

GEM BINDERS are not just covers, they are expanding loose leaf binders fitted with either our patented flexible staples, binding screw posts or paper fasteners.

They are easily operated, hold their contents neatly and compactly, fit nicely into a traveling man's brief case.

GEM BINDERS in Style "GB" are covered with heavy quality Art Fabrikoid; they can be washed, if necessary, for the removal of hand stains, without affecting the surface color or finish of the material.

May We Submit Specimens for Inspection Purposes?

THE H. R. HUNTTING CO.
Worthington Street
SPRINGFIELD, MASS.

A New Year — and — A New Record!



The Press-Scimitar

A Scripps-Howard Newspaper

MEMPHIS, TENN.

National Representatives: Allied Newspapers, Inc., 250 Park Ave., New York

Chicago Cleveland Detroit San Francisco Seattle Los Angeles

The Advertiser's Weekly
The Organ of British Advertising

The only weekly paper in the British Empire exclusively devoted to Publicity.

The only Advertising Publication in Great Britain giving audited net sales figures.

Published for all who wish to be informed on British advertising and its development.

Subscription $5 annually, post free. Advertisement rates on application to

New York Office
9 E. 38th St. N. Y. City

or

New England Office—c/o Mr. Frank E. Willis, 148 State St., Boston, Mass.

What Graybar Accomplished in One Year

[CONTINUED FROM PAGE 25]

ness exclusively. "Graybar" designates the company that distributes electrical supplies through regular trade channels. Now the companies are separate in name as well as in fact and in the kind of business done. The name "Graybar," by the way, is a contraction of "Gray and Barton," which was the title of the firm that originally started the Western Electric Company.

As was to be expected, the adoption of the new name met with much criticism from the employees of the organization. They had spent much of their business careers with the Western Electric Company. They were proud of that name, proud to be associated with such a well-known enterprise. To them the name "Graybar" meant nothing. No one knew it. They would constantly have to be explaining what "Graybar" meant and what had become of "Western Electric." Many employees thought that their friends would think that they had lost their jobs and were obliged to take a position with a new and unknown company.

The trade, too, was skeptical. It had been pushing the name "Western Electric" for so many years that it saw no good reason why it should be obliged to give up such a well-known line and to start all over again on an unknown line. To distributors it seemed as though they were being asked to undo the work of fifty-seven years.

The trade-press, too, was inclined to be critical. Naturally, tremendous publicity was given to the company's drastic change, but much of this comment was of a doleful nature.

Now, let us see what happened! Were any of the dire predictions realized? Did the company go to the bowwows as was anticipated? Most decidedly it did *not*.

Despite their feeling that the change in the name of the company was not advisable, both the employees and the trade put their shoulders to the wheel and threw all their enthusiasm behind "Graybar," with the result that in one year the new name has been thoroughly established. After twelve months, it is probably as well known as "Western Electric." During 1926 the company did by far the largest business in its history. In the light of what has been achieved, today there is no one who would question the judgment of the management in making the change.

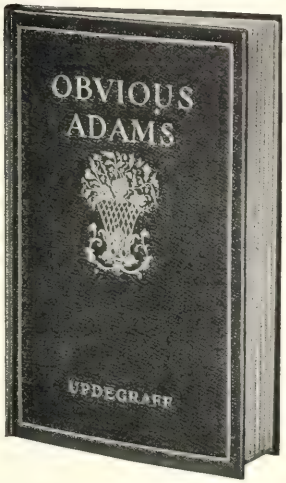
BUT we are going to let Albert L. Salt, the president, tell of some of the things the new name did for the business. At the end of the first year of Graybar history, Mr. Salt gave a luncheon to which were invited representatives of the trade-press and others who were interested. At this meeting, Mr. Salt explained why "Western Electric" had been changed to "Graybar." He outlined the problems that were encountered and what the results have been. Here, in Mr. Salt's own words, are the net of what has been acomplished:

"A new name, a new company, a new set-up, reacted on the Graybar people as a new thing always reacts. Then, too, the new name, the new organization, and the story behind it, gave the salesmen and the sales organization an opportunity to discuss

When Fletcher Montgomery

President of the Knox Hat Company

Read "*Obvious Adams*"



—He immediately ordered 50 copies to distribute to business associates

MANY thousands of copies of this "little book with a big business message," written by Robert R. Updegraff, have been bought by business executives during the ten years since it appeared in *The Saturday Evening Post*. They have placed them in the hands of every one of their executives, branch managers, department heads, salesmen, and even their office workers, because this simple story crystallizes one of the most important principles in business—makes it graphic, inescapable, usable in the day's work all through a business.

There is inspiration in the story of Obvious Adams. Young men read it and catch a picture that makes them want to knuckle down to more effective work. Older men read it and it somehow clears their vision and gives them a fresh urge to accomplishment.

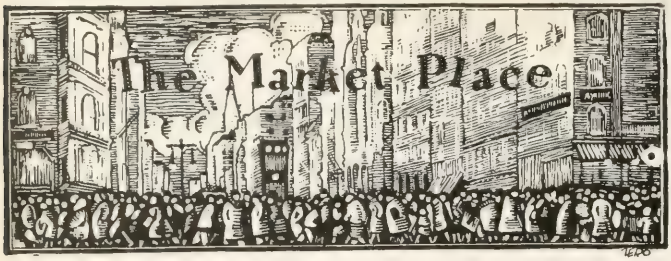
"Obvious Adams" is a pocket size book bound in cloth with gold-stamped title—an exceedingly attractive little volume suitable for presentation purposes, yet it is sold in quantities at prices that make possible its broad distribution. It offers an ideal solution to the problem of an anniversary gift for the members of an organization, autographed by the head of the business or department.

Quantity Price List

500 copies or more, 40c per copy
100 copies or more, 44c per copy
50 copies or more, 46c per copy
25 copies or more, 48c per copy
10 copies or more, 50c per copy
Single copies, 75c postpaid

KELLOGG PUBLISHING COMPANY

39 Lyman St. Springfield, Mass.



Rate for advertisements inserted in this department is 36 cents a line—6 pt. type. Minimum charge $1.80. Forms close Saturday noon before date of issue.

Position Wanted

Advertising Solicitor for New England—Young man would like to represent well-established publication. Has service agency that could be used as branch office. Has car. Address Box 440, Advertising and Selling, 9 East 38th St., New York City.

Advertising Copy Writer—Young woman, college graduate, three years' experience in retail, national, trade paper, and direct-by-mail fields; versatile writer. Now available. Address Box 441, Advertising and Selling, 9 East 38th St., New York City.

A young woman, for four years executive assistant in charge of office with concern employing a baker's dozen inside and eighty outside, like most of us has aspirations; change is necessary, she feels. The change must initiate her in advertising. She is a correspondent; organizer of routine and of files; buyer of printing; and has edited a house organ of educative stimulus for the field force. Former concerns have found her satisfactory to the extent of offering re-employment. Salary $60 a week. College education. Experienced stenographer. This is her first advertisement. She's coming again if necessary. Alternative propositions considered. What can you offer her in New York or Brooklyn? Address Box No. 438, Advertising & Selling, 9 East 38th St., New York City.

PUT THIS ADVERTISING MAN WITH proven record on your payroll for just $1.25 a day. Will write your sales letters, booklets, advertisements, suggest new ideas, put a new sales vigor into your advertising copy. Write for details unusual limited offer. Box 882, Poughkeepsie, N. Y.

Position Wanted as sales or advertising manager or advertising solicitor for electrical, tool, hardware, cutlery or automotive trade paper. I am thoroughly familiar with copy writing, layout and promotion or kindred work. References will be furnished on request. Address all replies to Box No. 443, Advertising and Selling, 9 East 38th St., New York City.

Thoroughly trained advertising executive is immediately available for position. Has had agency experience, handled complete campaigns, edited successful house organ. Thirty-two years old. Married. Write Box 437, Advertising and Selling, 9 East 38th St., New York City.

THE THIRST OF YOUTH

Most thirsty of human beings for accomplishment is the youth about to convert learning into dollars.

Having entered advertising only after serious thought, this young man for four years studied methods and absorbed ideas.

His layouts are effective, his choice of typography pleasing. With proper environment he will become a good copywriter.

Christian, 28; married. Now conducting manufacturer's advertising department but seeks more exacting connection.

Address Box No. 436, Advertising and Selling, 9 East 38th St., New York City.

Position Wanted

New England representative for firm of nationally advertised product, desires to discontinue traveling. Familiar with wholesale drug and department store trade. Experienced sales director and advertising manager. Thirty-nine, married and with especially good references. Address Box No. 435, Advertising and Selling, 9 East 38th St., New York City.

Help Wanted

ADVERTISING SOLICITOR wanted by trade paper published in New England. We desire a young man of good personality. Give full details, including age, education, experience and present earnings. All replies treated confidentially. Address: Box 432, Advertising and Selling, 9 East 38th St., New York City.

Help Wanted—Salesmen

Experienced lumber or building material salesman. Permanent position. Weatherbest Stained Shingle Co., North Tonawanda, N. Y.

Publishers' Representative

CALIFORNIA REPRESENTATION

Trade and business paper publishers desiring complete advertising and editorial service in San Francisco and vicinity may arrange personal interview by addressing Box 439, Advertising and Selling, 9 East 38th St., New York City.

Multigraphing

Quality and Quantity Multigraphing, Addressing, Filling In, Folding, Etc.

DEHAAN CIRCULAR LETTER CO., INC.
120 W. 42nd St., New York City
Telephone Wis. 5483

FOR **SERVICE** Telephone Barclay 3355
Multigraphing
Mimeographing
Addressing **BUREAU**
19 Park Place, New York City
All Orders Called for and Delivered

Press Clippings

ASSOCIATED CLIPPING BUREAUS offers reliable National or regional newspape reading service—General offices, One Terrace Buffalo, N. Y.

a new and interesting subject; an opportunity to discuss a subject that was close to their hearts and of great interest to the teller and the listener. Give a salesman something to talk about that is of interest to the man to whom he is talking and you give him an extremely valuable sales tool. The Graybar Story was just that kind.

"And then the advertising that followed and has followed the new name has been of inestimable value in setting up the organization as a very important part of the electrical business. In the first place, it created in the minds of many people a new conception of the business that has been known as the Western Electric Supply Department. Many people, who in the average course of events might never have heard of the Western Electric Supply Department, learned completely about Graybar and possibly started doing business with the 'new' company.

"The establishment of the Graybar shipping tag has given to the company an identity it was always hard to develop under the old organization. The Graybar tag—Symbol of Distribution—is today a trade mark as well as a symbol; a designation for one service, a designation that the business under 'Western Electric' never had and very possibly never could have had."

The Golden Age of Copy Writing

[CONTINUED FROM PAGE 26]

at the food copy, the cosmetic copy, the travel copy, insurance copy, wearing apparel copy, the house furnishing copy, kitchen equipment copy, medicine cabinet specialties copy. Everywhere you'll find yards and yards and yards of copy, all of it fair to good, and some of it excellent.

Take a good, long look, Mr. Hotchkin, and get yourself surprised. If you insist that each of these is a "four dollar message smothered under a pencil pusher's dream," then I'll agree to be surprised.

As a matter of fact there are seventy-five advertisements of one page or more in this issue of the *Journal*. By stretching what I call my imagination quite a bit I can find twelve of the seventy-five, in which the copy writer may have been hampered by limitations imposed upon him by the lay-out man or artist.

Certainly no reasonable writer could complain about the space allotment for copy in the sixty-three pages that remain.

Advertisements of 500 words and more are not at all unusual among the seventy-five. By actual count, all but two of the first fifteen advertisements in the magazine contain more than 200 words each.

Four of the first fifteen contain more than 500 words each.

In the 12 out of 75, which emit a slight odor of copy constriction, most people will agree the pictures tell a better story than a book full of words. Does Mr. Hotchkin know of any words that will produce the desired effects as quickly as the Wesson Oil fruit cake illustration or the Ivory Soap photograph?

Copy space in today's monthly magazine advertising seems to me to provide plenty of room for the erection of a glorious and glittering copy writers' heaven.

If the copy writer has anything to say, goodness knows he has ample opportunity to say it.

It is possible that the case of the weeklies is a little different. Admittedly quite a number of advertisers

use these seven-day publications as bill boards. In them many think it good judgment to print concentrated advertising for hurrying readers. Even so, the majority of advertisers in the weeklies have something to say and do say it. You will have to spend more than one nickel to find an advertisement in which the manufacturer devotes his space to words and pictures concerning his factory, his grandfather, or his trademark.

The one bright spot glowing through the clouds of gloom in Mr. Hotchkin's paper is his doubtful prediction that "the day may come when something more than a beautiful drawing around the word 'Hoopla!' may be necessary to get the goods sold."

Shucks, Mr. Hotchkin, haven't you heard? The day has already come. You just polish off your specs, sir, and let up the window shade. Really, it's nice and sunshiny outside.

And then that sentence concerning, I suppose, all agencies and stating: "The drawing and lay-out are made first, and then the copy writer is told how few words, if any, he dare use."

I have personal knowledge gained by personal experience that this is not true in two large agencies. In these establishments copy always is written first. It is the rule and I have had to live up to the rule. If an idea can't be expressed first in words, then it isn't expressed at all, for it isn't considered worthy of expression. Of course all advertising isn't prepared according to that formula, but my experience, and the experience of most of my advertising friends, leads me to believe that most of it is. There are cases in which an art idea does, and by all means should, dominate. But those cases are in the minority. If you doubt it, look at advertising and, in the words of an esteemed mail orderish friend, "see for yourself."

This seems to me to be a golden age for copy writers—golden, that is, when contrasted with the not distant past when advertisers did insist on a picture of the founder, the pyramids, or a pretty girl and some such *mot* as "best by test," "try it and you buy it," or "the fizz what izz."

Today the copy writer not only has an opportunity to think and express his thought; he is obliged to think and express his thought, or move on. Mr. Hotchkin's dark picture of the copy slave belongs in the gallery of yesterday, not of today.

This is not to say that all present advertising is entirely free from the blight it suffered in the days when gas jets were in bloom—nor is this to say that any advertising has achieved perfection.

We all can find "best by test" advertisements, if we look for them, but we must seek their chaff in many heaping bushels of good, golden grain.

Advertising Post of American Legion Holds Elections

At its recent meeting the following officers were elected for the Advertising Men's Post of the American Legion of New York: James A. Brewer, commander; Mortimer D. Bryant, Frank W. Miller, George A. Woodard, and Victor A. Graham, vice-commanders.

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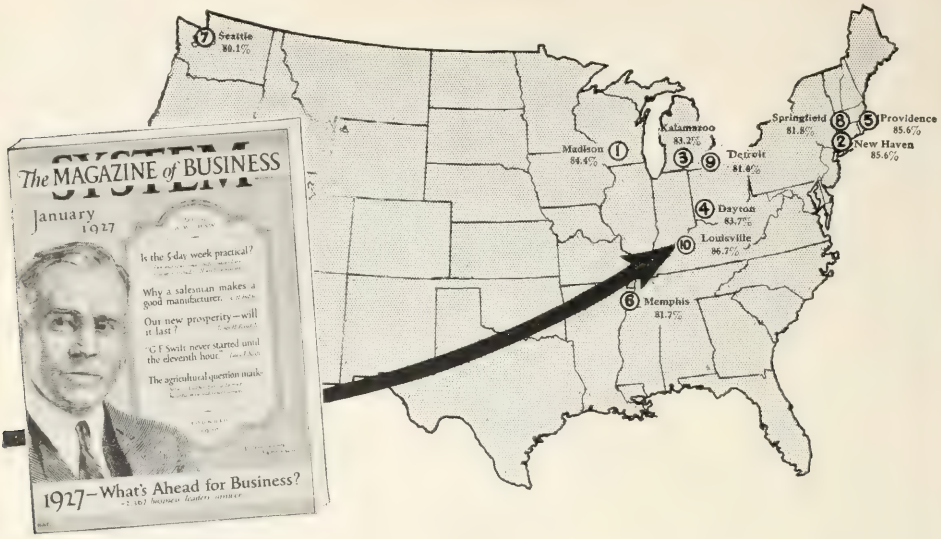
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In LOUISVILLE

—executives in industrial enterprises direct 60,000 workmen in the production of farm implements, iron and steel products, musical instruments, wagons, cement, leather goods, paints and varnishes and over 100 other different products. Among these executives rests control of all purchases of materials and equipment for Louisville's 957 industrial firms, whose combined production during 1925 exceeded $325,000,000.

And within this same executive group are 86.7% of all Louisville subscribers to The MAGAZINE of BUSINESS.

PROPRIETARY	
Owners	68
Partners	44
CORPORATE OFFICIALS	
Presidents	186
Vice-Presidents	49
Treasurers	25
Secretaries	37
Bank Cashiers	17
OPERATIVE EXECUTIVES	
General Managers and Assistant General Managers	48
Superintendents and General Foremen	40
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Comptrollers, Auditors and Accountancy Executives	32
Financial Executives	21
Professional Men	14
Office Managers	7
Credit Managers	6
Purchasing Agents	4
Traffic Managers	1
Sub-total (86.7%)	615
OPERATING AND MISCELLANEOUS	
Salesmen	41
Office Employees	34
Miscellaneous	19
Total (100%)	709

The MAGAZINE of BUSINESS offers an excellent key to any business market. In city after city, exhaustive surveys have shown an average of over 80% of the magazine's circulation concentrated among the small groups of executives who direct policies and purchases.

CHICAGO **The MAGAZINE of BUSINESS** NEW YORK

This is the tenth of a series of analyses of circulation in typical cities. If you missed the first nine analyses, write for copies today!

The NEWS DIGEST

A complete digest of the news of advertising and selling is here compiled for quick and convenient reference ☞ The Editor will be glad to receive items of news for inclusion in this department ☞ Address ADVERTISING AND SELLING, Number Nine East Thirty-eighth Street, New York City

CHANGES IN PERSONNEL—(*Advertisers, etc.*)

Name	*Former Company and Position*	*Now Associated With*	*Position*
Charles Chidsey	E. A. White Organization, New York. *Adv. Mgr.*	Intertype Corp. New York	*Sales Pro. Mgr.*
B. W. Radcliffe	The Intertype Corp., New York, *Adv. Mgr.*	Same Company	*Dir. of Typography*
Ashley Nagle	E. A. White Organization, New York. *Sales Prod. Mgr.*	Same Company	*Adv. Mgr.*
H. A. Beach	Brunswick-Balke-Collender Co., Chicago. *Eastern Sales Mgr.*	The Charles Freshman Co., Inc., New York	*Sales Mgr.*
Charles P. Catlin	Remington Arms Co., Inc., New York. *Gen. Sales Pr. Mgr. & Dir. of Adv.*	New Haven Clock Co. New Haven, Conn.	*Sales Pro. Dir.*
J. R. Crawford	National Carbon Co., New York. *Gen. Sales Mgr.*	Bright Star Battery Co. Hoboken, N. J.	*Sales Mgr.*
Alex Moss	Warner Bros. Pictures, Inc., New York. *Adv. & Pub. Dept.*	Columbia Pictures Corp. New York	*Dir. of Adv. & Pub.*
L. E. Jackson	Firestone Tire & Rubber Co., Akron, Ohio.	Same Company	*Sales Mgr.*
M. C. Williamson	Bausch & Lomb Optical Co., Rochester, N. Y. *Ass't Adv. Mgr.*	Same Company	*Adv. Mgr.*
Sidney M. Crosset	Bausch & Lomb Optical Co., Rochester, N. Y. *Adv. Mgr.*	Resigned	
Walter Rautenstrauch	Fred F. French Co., New York, *Pres.*	Splitdorf-Bethlehem Elec. Co., Newark, N. J.	*Pres.*
M. W. Davis	Adams, Hildreth & Davis, Inc., N. Tonawanda, N. Y., *Vice-Pres.*	The York Safe & Lock Co. York, Pa.	*Adv. and Sales Pro. Mgr.*
C. H. Handerson	Union Trust Co., Cleveland, Ohio, *Pub. Mgr.*	Same Company	*Vice-Pres.*
J. D. Buhrer	Corn Products Refining Co., New York. *Sales Mgr.*	Same Company	*Pres.*
H. M. Jewett	Paige-Detroit Motor Car Co., Detroit.	Same Company	*Chairman of the Board*
George B. Hendrick	W. L. Douglas Shoe Co., Brockton, Mass. *Gen. Sales Mgr. & Adv. Dir.*	L. A. Crossett Shoe Co. No. Abington, Mass.	*Vice-Pres. in Charge of Sales (Effective Feb. 1)*
James Goold	R. H. Macy & Co., Inc., New York. *Adv. Mgr.*	Stern Bros., New York	*Merchandise Mgr., House Furnishings Group*
A. A. Wells	R. H. Macy & Co., Inc., New York. *Ass't Adv. Mgr.*	Stern Bros., New York	*Adv. Mgr.*
J. B. Melick	Holeproof Hosiery Co., Milwaukee, Wis. *Sales Mgr.*	Same Company	*Vice-Pres.*
J. B. Wells	Southwestern Adv. Co., Dallas, Texas. *Sec'y and Dir.*	Barton Mfg. Co. St. Louis	*Adv. Mgr.*
F. O. Dice	Ross-Gould Adv. Agcy., St. Louis, *Acc't Executive*	Purina Mills, St. Louis	*Copy*
L. F. Schenkenberg	Holeproof Hosiery Co., Milwaukee, Wis. *Adv. Dept.*	Same Company	*Adv. Mgr.*
A. N. Apple	Audit Bureau of Circulations, *Adv. & Pro Mgr.*	Sherman Paper Products Corp., Boston	*Sales and Adv. Mgr.*
J. L. Killeen	Tujague Food Products Corp., *Foreign & Domestic Sales Mgr.*	Southern Adv. Agcy., Inc. New Orleans	*Vice-Pres.*
F. C. Noyes	The Stanley Works, New Britain, Conn. *Ass't to Adv. Mgr.*	Same Company	*Adv. Mgr.*
G. L. Gilliam	Service Motors, Inc., Wabash, Ind., *Pres.*	Relay Motors Corp., Wabash, Ind.	*Pres.*
M. A. Holmes	Commerce Motor Truck Co., Ypsilanti, Mich. *Dir. of Sales*	Relay Motors Corp., Wabash, Ind.	*Vice-Pres. in Charge of Sales*
A. K. Taber	Service Motors, Inc., Wabash, Ind., *Treas.*	Relay Motors Corp., Wabash, Ind.	*Sec'y & Treas.*

CHANGES IN PERSONNEL—(*Agencies, etc.*)

Name	*Former Company and Position*	*Now Associated With*	*Position*
C. E. Nelson	The Stanley Works, New Britain, Conn., *Adv. Mgr.*	Calkins & Holden, Inc. New York	*Ass't to Vice-Pres.*
Bruce M. Angle	International Harvester Co. of America, Chicago, *Sales Pro. Rep.*	Export Adv. Agcy. New York	*Executive Staff*
W. A. Schmitt	The Charles C. Green Adv. Agcy., Inc., New York & Phila., *Art. Dir. & Food Specialist*	The Corman Co., Inc.	*Dir. of Adv. & Prod.*
R. Bolton Mallory	Bigelow-Hartford Carpet Co., New York.	Erwin, Wasey & Co. New York	*Copy*
Paul H. Bolton	Bolton, Meek & Wearstler, Youngstown, Ohio. *Pres.*	The Bolton Adv. Co., Inc. Youngstown, Ohio	*Pres.*
John P. Gillespie	The Wildman Adv. Agcy., New York. *Acc't Executive*	The Bolton Adv. Co., Inc. Youngstown, Ohio	*Vice-Pres.*
Chester D. Freeze	The Koch Co., Milwaukee, *Pres.*	Freeze & Vogel, Inc. Milwaukee	*Pres.*

From behind countless counters

HOW much of the effectiveness of an advertising campaign depends upon the cooperation of the dealers who handle the product?

And what "dealer influence" is so effective as "dealer good-will"?

The GRAPHIC is building good-will for you among retailers and salesmen in this Metropolitan Area—and, incidentally, building good-will for the GRAPHIC.

The $5000.00 Merchandising Idea Contest is a part of our plan—and so is the "Merchandising News" columns in the GRAPHIC each Monday, Wednesday, and Saturday.

These features are getting under the skin of the man behind the counter as well as the store-owner and store-manager. Their capacity for boosting sales is important past all computation.

Thus the GRAPHIC offers a voice directed to 300,000 homes PLUS the cooperation of those who serve these homes from behind countless counters.

NEW YORK
EVENING GRAPHIC
Member A. B. C.

HARRY A. AHERN
Advertising Mgr., 25 City Hall Place, New York

CHARLES H. SHATTUCK
Western Mgr., 168 N. Michigan Ave., Chicago

Advertising & Selling • The NEWS DIGEST • Issue of Jan. 26, 1927

CHANGES IN PERSONNEL—(*Agencies, etc., continued*)

Name	Former Company and Position	Now Associated With	Position
Hugo Vogel	The Koch Co., Milwaukee	Freeze & Vogel, Inc. Milwaukee	*Vice-Pres.*
C. W. Garrison	The Koch Co., Milwaukee, *In Charge of Copy*	Freeze & Vogel, Inc. Milwaukee	*Vice-Pres.*
W. A. Arner	The Corman Co., New York *Business Dept.*	The Paul Cornell Co. Inc., New York	*Dir. of Mechanical Production*
R. A. Winthrop	C. E. Sheppard Co., New York *Adv. Dir.*	Critchfield & Co., Inc. New York	*Acc't Executive*
Chalmers L. Pancoast	Charles C. Green Adv. Agcy., Inc., New York *Vice-Pres.*	Resigned	
Charles E. Rose	R. H. Donnelly Corp., Chicago	Frankel-Rose Co., Chicago	*Partner*
Thomas M. Murphy	New York Bottlers' Supplies Mfg. Co., Hoboken N. J., *Sales Mgr.*	The Commercial Poster Co., Cleveland	*Mgr. of Atlanta, Ga., Office*
Theodore Johnson	United States Printing & Lithograph Co. Brooklyn, N. Y., *Sales Pro. Mgr.*	The Munro & Harford Co., New York	*Sales Pro. Mgr.*
C. McQuinn	J. Walter Thompson Co., Chicago, *Acc't Executive*	Resigned	
W. H. Kelly	Marland Refining Co., *Ass't Adv. Mgr*	K. C. Shelburne, Inc. Oklahoma City, Okla.	*Vice-Pres.*
E. B. Gardiner	John Ring, Jr. Adv. Co., St. Louis *Vice-Pres.*	Resigned, (Feb. 1)	
J. Buckingham	"The Dallas Journal," Dallas, Tex. *Ass't City Editor*	The Carpenter-Rogers Co., Dallas, Texas	*Vice-Pres. and Acc't Executive*
J. A. Eskins	Tauber Adv. Agcy., Inc., Washington, D. C.	Drechsler-Peard Co., Inc. Baltimore	*Copy*
Clifford L. Fitzgerald	Reese Adv. Agcy., New Orleans, La *Sec'y*	Southern Adv. Agcy., Inc. New Orleans	*Pres.*

CHANGES IN PERSONNEL—(*Publications, etc.*)

Name	Former Company and Position	Now Associated With	Position
James L. Walsh	Bankers Trust Co., New York *Ass't Vice-Pres.*	McGraw-Hill Pub. Co. New York	*Vice-Pres.*
Paul Talbot	The Talbot Publishing Co., Des Moines, Iowa *Sec'y-Treas.*	Same Company	*Pres. & Treas.*
C. A. Richie	Harry Gelwicks Co., New York, *Contact Man*	M. C. Mogensen & Co. Inc., New York	*Salesman*
Richard C. Sheridan	Green & Van Sant Co., Baltimore, Md., *Adv. Dept.*	Schneidereith & Sons	*Rep.*
Gustave Hornung	J. W. Clement Co., Buffalo. *Vice-Pres*	Resigned	
George H. Doyle	Associated Medical Publishers, New York *Eastern Adv. Rep.*	"Clinical Surgery," New York	*Eastern Adv. Mgr.*
Wallace Miller	Norwich Union Indemnity Co., New York *Gen. Adv. Mgr.*	The Crowell Publishing Co., New York	*Pro. Dept.*
M. S. Weisiger	"The Commercial Appeal," Memphis, Tex. *Ass't Business Mgr.*	Same Company	*Business Mgr. and Sec'y*
C. A. Poindexter	Hanff Metzger, Inc., New York, *Contract Dept.*	M. Mogensen & Co., Inc. New York	*Research*
J. Smith	Cudahy Packing Co., Chicago	"Liberty," Chicago	*Adv. Dept.*
Gordon Hoge	"American Legion Monthly," New York *Adv. Mgr.*	Young & Rubicam New York	*Contact*
J. T. Edson	The Stillson Press, New York, *Sec'y*	Retired	
John S. Barlow	Frank Seaman, Inc., New York *Acc't Executive*	The Stillson Press, Inc. New York	*Dir., Mail Dept.*
Stanley R. Greene	J. A. Migel Inc., New York, *Adv. Mgr*	The Stillson Press, Inc. New York	*Dir., Mail Dept.*
H. A. Shepherd	Frank Seaman, Inc., New York	The Stillson Press, Inc. New York	*Plans Dir. of Marketing Div.*

CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS

Name	Address	Product	Now Advertising Through
Simon & Schuster, Inc.	New York	*Books*	Sackheim & Sherman, New York
Nestler Rubber Fusing Co., Inc.	New York	*Equipment and Supplies for Repairing Tires*	Michaels & Heath, Inc., New York
Chandler & Price Co.	Cleveland, Ohio	*Printing Presses*	Paul Teas, Inc., Cleveland
Life Extension Institute	New York	*Health Service*	Hawley Adv. Co., Inc., New York
Henry Maillard	Long Island City	*Maillard Chocolates and Bonbons*	Hawley Adv. Co., Inc., New York
Nestle's Food Co., Inc.	New York	*"Nestle's Milk Food" & Evaporated Milk*	Ruthrauff & Ryan, Inc., New York
Linder Bros., Inc.	New York	*"Shagnoor," Top Coats for Women*	Hicks Adv. Agcy., New York
The Vanity Fair Silk Mills	Reading, Pa.	*Glove Silk Underwear & Full Fashioned Hosiery*	Lyddon & Hanford Co., New York

When Time Is Money

A BOAT that carries a man across the Atlantic in three weeks cannot be classed as a *total* failure as a means of transportation.

If, however, that man wants to get to Europe in a hurry, he can hardly justify the use of the slow boat on the ground that it is sure to land him there *eventually*.

Almost any kind of selling effort—used long enough and persistently enough—will eventually land a manufacturer in the port of bigger business. But many types of selling effort are decidedly prodigal with time and money.

And *time*—because it represents money to most businesses—is an all important factor in the average marketing plan. Therefore, why should a manufacturer use marketing methods that take many years to accomplish what different methods can accomplish in two or three years?

Yet, when we examine the sales programs of many manufacturers, we find this vital element of *time* has been overlooked or ignored entirely.

Manufacturers interested in eliminating time-wasting marketing methods should read "*The Third Ingredient in Selling*"—a book that frankly and fearlessly discusses this vital subject. A copy of this book will be sent, with our compliments, to executives who request it.

JAMES F. NEWCOMB & CO. INC.

Direct Advertising :: *Merchandising Counsel*

330 SEVENTH AVENUE, NEW YORK, N. Y.

Advertising & Selling • The NEWS DIGEST • Issue of Jan. 26, 1927

CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS (*Continued*)

Name	*Address*	*Product*	*Now Advertising Through*
The Corneli Seed Co.	St. Louis	*"Keystone" Field & Garden Seeds*	Chappelow Adv. Co., St. Louis
The Ford Dealers of Buffalo	Buffalo, N. Y.	*Ford Automobiles*	J. J. Fuller Advertising Agcy.
Mississippi Glass Works	New York	*Glass*	John Curtiss Co., New York
Mississippi Wire Glass Works	New York	*Wire Glass*	John Curtiss Co., New York
The Nu-Dex Products Co.	Chicago	*Rug Cleaner*	The Glen Buck Co., Chicago
The L. E. Scott Co.	Southington, Conn.	*"Lesco" Cleaning Fluid*	The Manternach Co., Hartford
Woodcraft Shops	Grand Rapids, Mich.	*Decorative Garden Implements*	The White Adv. Agcy., Grand Rapids, Mich.
The Jackson Corset Co.	Jackson, Mich.	*Corsets*	Philip C. Pack, Ann Arbor, Mich.
The Morton Mfg. Co.	Chicago	*"Acme" Bathroom Cabinets*	Behel & Harvey, Inc., Chicago
Flax-li-num Insulating Co.	St. Paul, Minn.	*"Flax-li-num" Key-board*	Freeze & Vogel, Inc., Milwaukee
Concealed Bed Corp.	Chicago	*Beds*	Freeze & Vogel, Inc., Milwaukee
Oelerich & Berry Co.	Chicago	*Jams & Jellies*	Freeze & Vogel, Inc., Milwaukee
Reliance State Bank	Chicago	*Banking Service*	Hurja-Johnson-Huwen, Inc., Chicago
Perfection Appliance Co.	Detroit	*"Perfection Electric Ironers"*	Brooke, Smith & French, Inc., Detroit
J. E. Caldwell & Co.	Philadelphia	*Jewelry*	Frank Presbrey Co., New York
F. Weber Co.	Philadelphia	*"Weber" Artists' Colors & "Decora Fabric" Paints*	Edwards, Ewing & Jones, Inc., Philadelphia
Dent, Allcroft & Co., Inc.	New York	*"Dent's" Gloves*	The G. Lynn Sumner Co., Inc., New York
The Wheeling Metal & Mfg. Co.	Moundsville, W. Va.	*Leadclad Roofing*	McAdam-Knapp Adv. Corp., Wheeling, W. Va.
The StehliSilkS Corp.	New York & Zurich, Switzerland	*Dress Silks*	Olmstead, Perrin & Leffingwell, Inc., New York
The Hamilton National Bank	New York	*Banking Service*	The Lawrence Fertig Co., Inc., New York
Kellner Bros.	New York	*Furniture*	The Lawrence Fertig Co., Inc., New York
General Lead Batteries Co.	Newark, N. J.	*"Titan" Batteries*	The Joseph E. Hanson Co., Inc., Newark
The S. Le Mur Co.	Cleveland	*"Le Mur" Permanent Waving Machines*	The Powers-House Co., Cleveland
The L. L. Cooke School of Electricity	Chicago	*Education*	Simonds & Simonds, Inc., Chicago (Effective April 1)
The Edison Electric Illuminating Co.	Boston	*Electric Light*	Doremus & Co., Inc., Boston
The Standard Materials Co., Inc.	Bloomfield, N. J.	*"Stanway" Ready-Cut Buildings & Standard Garages*	United Adv. Agcy., Inc., New York
Coopers Creek Chemical Co.	W. Conshohocken, Pa.	*"C-4 Motor Fuel"*	Charles Green Adv. Agcy., Inc., Phila.
H. & W. Co.	Newark, N. J.	*Corsets & Brassieres*	The Joseph E. Hanson Co., Inc., Newark
The Carbonite Laboratories, Inc.	New York	*"Carbonite" Carbon Remover*	Reimers & Osborn, Inc., New York
Sanborn, Fuller & Co.	San Francisco	*Investment Securities*	Norman F. D'Evelyn, San Francisco
Wardell, Taylor, Dunn & Co.	San Francisco	*Stocks & Bonds*	Norman F. D'Evelyn, San Francisco
O'Neil Oil Co.	Milwaukee	*Oil*	Freeze & Vogel, Inc., Milwaukee
Helmholz Shoe Mfg. Co.	Milwaukee	*Shoes*	Freeze & Vogel, Inc., Milwaukee
Pfister & Vogel Leather Co.	Milwaukee	*Leather*	Freeze & Vogel, Inc., Milwaukee
The Bright Star Battery Co.	Hoboken, N. J.	*Batteries*	The Wm. Rankin Co., New York
The Mello-Glo Co.	Boston	*Toilet Goods*	Street & Finney, Inc., New York
The American Mail Lines	Seattle	*Transportation*	Lord & Thomas and Logan, Inc., Chicago
The American Technical Society	Chicago	*Books*	Thos. M. Bowers Adv. Agcy., Chicago
The Excelsior Motor Mfg. & Supply Co.	Chicago	*Electrical Refrigerators*	Bellamy-Neff Co., Chicago
Spaulding Fibre Co., Inc.	Tonawanda, N. Y.	*Fibre*	Weinstock, Landsheft & Buck, Inc., Buffalo
Gates Sales Co.	Dallas, Texas	*"Gates Cleaner"*	The Crook Adv. Agcy., Dallas
The Barnes Zinc Products Co.	Chicago	*Sheet Metal Products*	Behel & Harvey, Inc., Chicago
The Milliken, Tomlinson Co.	Portland, Me.	*"Superba" Canned Goods*	The S. A. Conover Co., Inc., Boston
The Remo Corp.	Meriden, Conn.	*Radio and Electrical Equipment*	The Manternach Co., Hartford. Conn.
Junianne, Inc.	New York	*Perfumes*	Brown Adv. Agcy., Inc., New York
Arthur Bender, Inc.	New York	*Shoes*	Brown Adv. Agcy., Inc., New York
The Grimes Radio Engineering Co.	Staten Island, N. Y.	*"R. G. S." Radio Receivers*	L. H. Waldron Adv. Agcy., New York
Harder Refrigeration Corp.	Cobloskill, N. Y.	*"Kleen Kold" Refrigerators*	Geo. S. De Rouville Adv. Agcy., Albany
A. P. Babcock Co.	New York	*Toilet Preparations*	H. W. Kastor & Son, Inc., New York

NEW ADVERTISING AGENCIES AND SERVICES, ETC.

The Bolton Advertising Co., Inc.	1106 Mahoning Bank Bldg.	*Advertising*	Paul H. Bolton, Pres.; John S. Gillespie, Vice-Pres.
The Postal Press	Toledo, Ohio	*Direct Mail and Printing Service*	George R. Kirtland, John Cory, and Harold F. Hadley

Published monthly, supplemented with bulletins, and covers daily newspapers, farm papers, general magazines and business papers

The Sure-Minded Advertising Man

uses

STANDARD RATE & DATA SERVICE

It gives him up-to-the-minute information on rates, discounts, color and cover charges, special positions, classified advertising and reading notices, closing dates, page and column sizes—and circulations on six thousand publications in the United States and Canada.

The rate cards and circulation statements are practically duplicated and placed in one convenient volume.

USE THIS COUPON

Special 30-Day Approval Order

STANDARD RATE & DATA SERVICE,
536 Lake Shore Drive,
Chicago, Illinois.

.....192.....

GENTLEMEN: You may send to us, prepaid, a copy of the current number of Standard Rate & Data Service, together with all bulletins issued since it was published for "30 days" use. Unless we return it at the end of thirty days you may bill us for $30.00, which is the cost of one year's subscription. The issue we receive is to be considered the initial number to be followed by a revised copy on the tenth of each month. The Service is to be maintained accurately by bulletins issued every other day.

Firm Name ..... *Street Address* .....

City ..... *State* .....

Individual Signing Order ..... *Official Position* .....

Advertising & Selling · The NEWS DIGEST · Issue of Jan. 26, 1927

NEW ADVERTISING AGENCIES AND SERVICES, ETC. (*Continued*)

Freeze & Vogel, Inc.....383 Milwaukee St., Milwaukee, Wis.....*Advertising* .....Chester D. Freeze, Pres.; Henry S. Wright, Sec'y and Treas., and Hugo C. Vogel, Vice-Pres.

William B. Remington.....Tarbell Watters Bldg., Springfield, Mass. .....*Advertising* .....Wm. B. Remington and J. L. Badger

PUBLICATION CHANGES AND APPOINTMENTS

"Journal of Commerce," New York.....Has appointed the Geo. B. David Co., New York and Chicago, as its National Advertising Representative.

"Telegraph," Brownsville, Pa.....Has appointed the Devine-MacQuoid Co., Inc., New York, Pittsburgh and Chicago, as its National Advertising Representative, effective Feb. 1.

"American Artisan and Hardware Record," Chicago....Has appointed J. S. Lovingham and M. M. Dwinell, 156 Fifth Ave., New York, as its Eastern Advertising Representatives.

"The Beautician," New York.....Has been purchased from Inecto, Inc., New York, by R. J. Pfeiffer. The company's new offices are at 277 Broadway.

Haldon Publications, Inc.....Has been formed to publish the "American Garage & Auto Dealer," New York and Lockport, N. Y. This corporation is headed by Hal T. Boulden and Don F. Whittaker, publishers' representatives.

"Journal," McKeesport, Pa.....Has appointed the Devine-MacQuoid Co., Inc., New York, Pittsburgh and Chicago, as its National Advertising Representative.

Farm Publishing Co., Des Moines, Iowa.....Name changed to the Talbot Publishing Co.

"The New York Times," New York.....Has opened a branch office in Newark, N. J., at 19 William St.

The Alexander Hamilton Institute, New York. Has acquired control of the International Accountants' Society, Chicago, which will operate as a branch of the Alexander Hamilton Institute.

"Daily Reporter," Dover, Ohio.....Has appointed Benjamin & Kentnor Co., New York, as its National Advertising Representative. Effective Feb. 18, 1927.

"Mississippi Valley Lumberman" Minneapolis .....Has its type page size changed to 7¾ x 10½.

U. S. Navy Magazine, San Diego, Cal. .....Will change, effective Feb. 1, from bi-monthly to monthly issuance.

"The Dairy Farmer," Des Moines, Iowa .....Has changed from bi-monthly to monthly issuance.

MISCELLANEOUS

Electrical Research Products, Inc., Wilmington, Del..Has been formed to take over all business of the Western Electric Company which is not related to the manufacture and distribution of telephone apparatus and supplies for the Bell System.

McGovern Shoe Co., Logan, Ohio .....Name changed to the McGovern-Bringardner Shoe Company, and its executive offices have been moved from Columbus to Logan, Ohio.

Burgess-Brooke, Inc., Minneapolis Advertising Service....Name changed to the Burgess-Roseberry Co.

The Commercial Poster Company, Cleveland..Has opened an Atlanta, Ga., office. T. M. Murphy is in charge.

The Marinello Co. and Inecto, Inc., New York..Have become affiliated

Jones B. Frankel, Chicago advertising agency..Name changed to the Frankel-Rose Company.

Melba Manufacturing Co., Chicago .....Has been purchased by David A. Schulte, president of the A. Schulte tobacco chain stores.

"Clinical Medicine & Surgery," New York ...Name changed to "Clinical Medicine."

CHANGES IN ADDRESSES

Advertising Agencies and Services, Publications, etc.

Name	*Business*	*From*	*To*
Young's Advertising Agency	*Advertising*	311 Minna St., San Francisco	505 Market St., San Francisco
Norman F. D'Evelyn	*Advertising*	Balfour Bldg., 351 California St., San Francisco	Financial Center Bldg., 405 Montgomery St., San Francisco
"The Beautician"	*Publication*	33-35 West 46th St., New York	277 Broadway, New York
E. A. Shank Sign Co	*Advertising Signs*	243 West 55th St., New York	25 West 43rd St., New York
"Modern Priscilla"	*Publication*	85-89 Broad St., Boston	470 Atlantic Ave., Boston
"Success Magazine"	*Publication*	251 Fourth Ave., New York	Graybar Bldg., 420 Lexington Ave., New York (Effective Feb. 1)
Merrill, Price & Taylor, Inc.	Advertising	Wrigley Bldg., Chicago	Lake-Michigan Bldg., 180 North Michigan Ave., Chicago

DEATHS

Name	*Position*	*Company*	*Date*
Robert Wolfe	*Publisher*	"The Dispatch" and "The Ohio State Journal," Columbus, Ohio	Jan. 13, 1927
Harry McKever	*Eastern Advertising Manager*	"Harper's" Magazine	Jan. 13, 1927
L. L. Woodward	*President*	The Autocar Co., Ardmore, Pa. and FitzGibbon & Crisp, Inc., Trenton, N. J.	Jan. 17, 1927
Stanley Clague	*Managing Director*	Audit Bureau of Circulations, Chicago	Jan. 19, 1927
Charles Gehring	*Former Publisher*	"National Hotel Review" and the "Gehring Hotel Directory," New York	Jan. 21, 1927
Louis Ettlinger	*Treasurer*	American Lithographic Co., New York	Jan. 21, 1927



In 10 months

by concentrating its advertising in The Chicago Tribune

HUPMOBILE increases its Chicago sales from $4,308,499 to $5,711,567

Gambill Motor Company, Inc.
DISTRIBUTOR
HUPMOBILE
2230 Michigan Avenue
CHICAGO
Phone Calumet 5800

December 22nd, 1926.

The Chicago Tribune,
Tribune Tower,
Chicago, Illinois.

Gentlemen:

Attention Mr. Clyde Benham.

About a year ago, when we changed our advertising policy from the use of comparatively small space to dominating full page and double pages in The Tribune, we wrote you concerning the success of our advertising. Continuing this policy, our business has had a very satisfactory increase during 1926.

Our gain in sales during the first ten months of 1926 has been more than 24% greater than for the same period last year. Our Chicago district sales have increased from $4,308,499 during the first ten months of 1925 to $5,711,567 in 1926, a gain of more than $1,400,000.

Of the assistance rendered by advertising in accomplishing this result, the greater part of the credit can undoubtedly go to The Chicago Tribune, for we have used considerably more space in The Tribune than in any other Chicago newspaper.

We expect to continue to use The Chicago Tribune to display the solid merits of the Hupmobile to the public. Our advertising campaign for 1927 will be increased in accordance with the increasing popularity of the Hupmobile six and eight cylinder cars.

Very truly yours,
Gambill Motor Company, Inc.

Chas. E. Gambill

President

DURING November and December a year ago, Hupmobile employed a new policy to stimulate its sales. Full page advertisements in The Tribune took the place of smaller space and less advertising. The result was an increase in volume of 123% over the same two months of the previous year.

So successful did that experiment prove that Hupmobile continued to use large copy and to concentrate its advertising more than ever in The Chicago Tribune. And the result?

— *Hupmobile gains million and a half* —

Hupmobile gained in volume in the Chicago district $1,403,067 during the first ten months of 1926. Sales of the Gambill Motor Company, Chicago distributors, increased from $4,308,499 for the first ten months of 1925 to $5,711,567 for the corresponding period of 1926, a gain of 24 per cent.

"Of the assistance rendered by advertising in accomplishing this result," said Charles E. Gambill, president of the Gambill Motor Company, "the greater part of the credit, from an advertising standpoint, can undoubtedly go to The Tribune, for we have used considerably more space in The Tribune than in any other Chicago newspaper." For years Hupmobile has used The Tribune as the backbone of its advertising campaign in Chicago. It has spent more of its advertising appropriation in The Tribune than in all other newspapers combined.

In 1926 this reliance on Tribune power has been greater than ever, as the following lineage figures show:

Use of Chicago newspapers by Hupmobile during the first 10 months of 1926:

	Lines
Chicago Tribune	*95,609*
News	*28,108*
Herald-Examiner	*23,414*
Post	*14,460*
American	*9,308*
Journal	*1,428*

The Chicago Tribune carries twice as much automobile lineage as its nearest competitor. In 52 Sunday issues it carries more automobile lineage than any other Chicago newspaper in its entire year. It is the one great sales producing medium in The Chicago Territory for automobile advertisers and for automobile buyers.

Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER



What a Whale of a Difference the One Cent Makes

(Apologies to Fatima)

Each month Free Press readers gladly pay approximately $58,500 more than they are asked to pay for any other Detroit newspaper, for the privilege and the pleasure of having The Free Press served up with the bacon and eggs.

¶

This extra cent folks pay for their copy of The Free Press is the little coin worth a million dollars to the merchants, manufacturers, wholesalers, jobbers, and others who **advertise to** these same people. We emphasize the words **advertise to,** for so many mediums only permit the advertiser an opportunity to **advertise at** people. There is a difference.

¶

This extra cent doesn't at all convey any suggestion that the list of those who purchase The Free Press is a replica of the roster of the Social Register. But it does go a long journey in assisting those who buy newspaper space for purposes of turning over merchandise stocks, to pick out of the heterogeneous, "Joseph's Coat", Babel-tongued mass of Detroit's population, the **intelligent** families that anyone with anything to sell, can depend upon for profitable and permanent business.

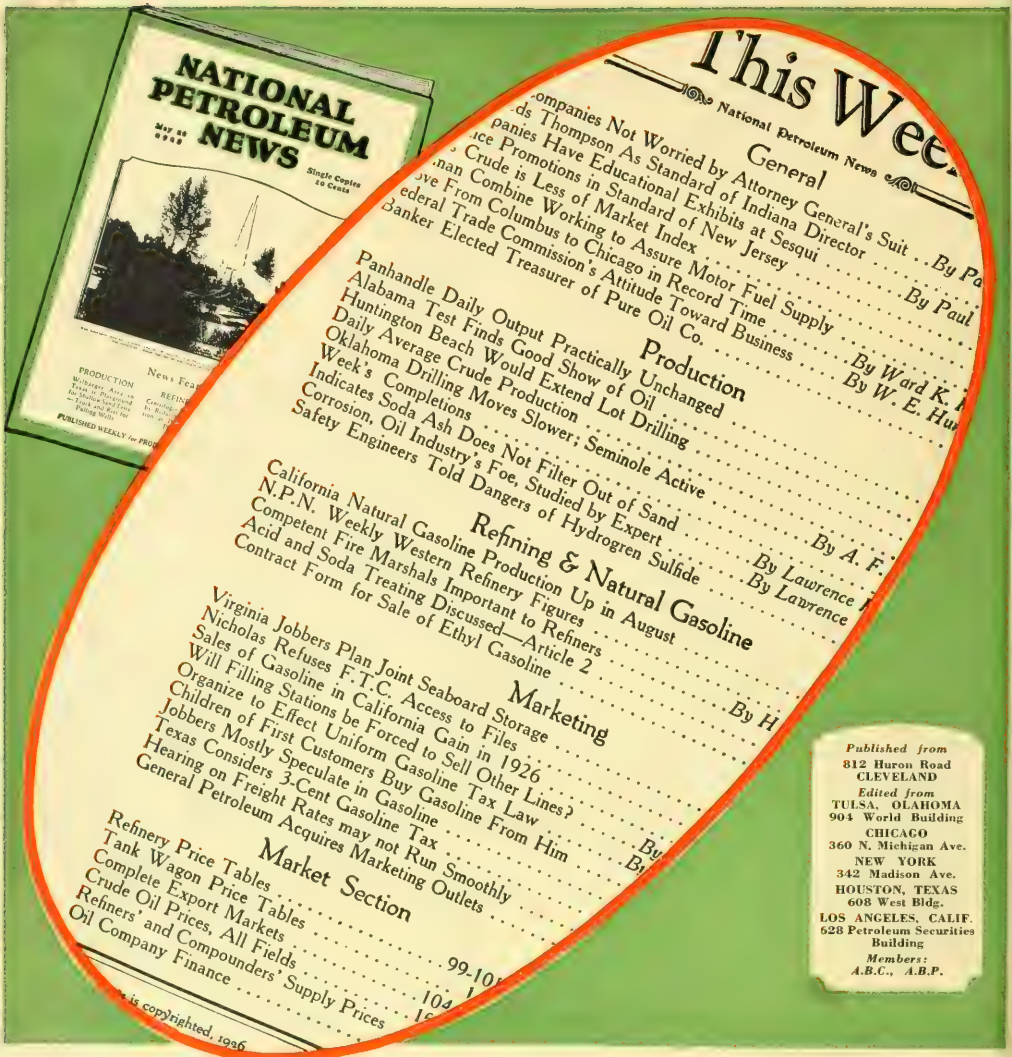
¶

The Detroit Free Press reaches practically every **intelligent** family of buying consequence in the 428 cities, towns and villages that comprise the Detroit market, any one of which is less than a hundred eighty minutes from the Detroit City Hall. By concentrating to sell these same people — these same **somebodys** in every block, in every corner of this great market through The Free Press, you eventually influence and sell **everybody.**

The Detroit Free Press

VERREE & CONKLIN, Inc.
National *Representatives*

New York Chicago Detroit San Francisco



First in Reader-Interest~

THE typical table of contents above explains the breadth of interest in N P N editorial pages, and lists some of the names of the N P N editorial staff—the largest in the field. But to get the quality of the editorial style, the promptness with which all new developments are covered and the authoritative accuracy of all reports, *ask any oil executive.* He will tell you what NATIONAL PETROLEUM NEWS means in the oil industry.

NATIONAL PETROLEUM NEWS

PUBLIC
Kansas

Advertising & Selling

PUBLISHED FORTNIGHTLY



Painted by McClelland Barclay for Fisher Body Corporation

FEBRUARY 9, 1927 15 CENTS A COPY

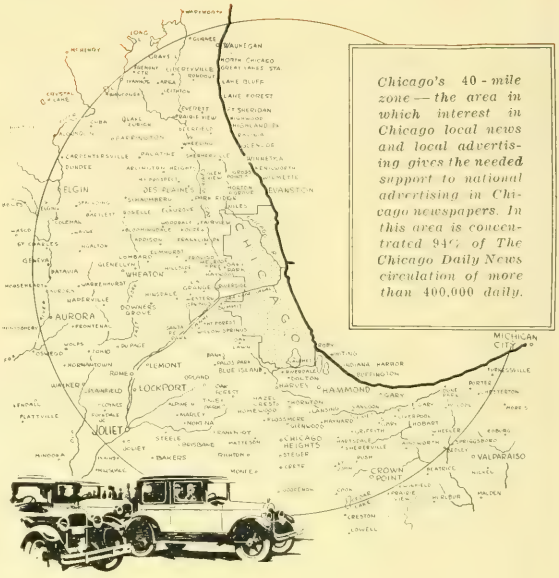
In this issue:

"De-Bunking Foreign Salesmanship" By B. Olney Hough; "To Broadcast or Not to Broadcast" By Edgar H. Felix; "Truth is a Mighty Advertising Technique" By Earnest Elmo Calkins; "A Plan to Stabilize Used Automobile Prices" By Harold B. Crow; "The News Digest" on Page 83

The Automobile Industry Verified Two Facts in 1926

FIRST, that the Chicago market is a signally expansible one—in spite of its rapidly growing population it is ever increasing its quota of automobiles per capita—it is ever replacing old cars with new and better ones—it is ever yielding to intelligent sales effort.

Second, that the advertising medium of increasing value in automobile selling is The Daily News.



Automobile advertisers in 1926 increased their use of space in The Chicago Daily News 37% over 1925. **Both the total volume and the gain were greater in The Daily News than in any other Chicago daily newspaper.** Here is the comparison:

Automobile Display Advertising Lineage in Chicago Daily Newspapers in 1926, in Agate Lines

	1926	1925	Gain
The Chicago Daily News	668,255	503,050	165,205
Second paper	460,266	409,902	50,364
Third paper	413,546	362,929	50,617
Fourth paper	393,705	267,996	125,709
Fifth paper	240,032	192,853	47,179
Sixth paper	179,633	145,091	34,542

Year by year, including 1926—the greatest year in its history—The Chicago Daily News has demonstrated its selling power in Chicago by leadership in the daily newspaper field both in automobile advertising and in the total of all advertising. Its superior service to the automobile advertiser is based upon the interest and confidence with which it is read in more than 400,000 homes of the automobile-buying type.

THE CHICAGO DAILY NEWS

First in Chicago

Member of The 100,000 Group of American Cities

Advertising Representatives:	NEW YORK J. B. Woodward 110 E. 42d St.	CHICAGO Woodward & Kelly 360 N. Michigan Ave.	DETROIT Woodward & Kelly Fine Arts Building	SAN FRANCISCO C. Geo. Krogness 253 First National Bank Bldg.

Average Daily Net Paid Circulation for December, 1926, 426,85

Published every other Wednesday by Advertising Fortnightly, Inc., 9 East 38th St., New York, N. Y. Subscription price $3.00 per year. Volume 8. No. 8. Entered as second class matter May 7, 1923, at Post Office at New York under Act of March 3, 1879

Not *for just an* Hour
Not *for just a* Day

But automatic, never-failing radio power that gets the most from your set—

ALWAYS

YES, ALWAYS! . . . . rich radio "A" power that is *continuous* . . . that flows never-failingly from light socket to set . . . that never requires extravagant cost nor bothersome attention . . . . that improves for all time the tone quality of your reception!

Unipower will bring just that kind of "A" power to your set, in less than 3 minutes! Hook two wires to the set, plug in on the light socket and Unipower is connected. Three simple motions in as many minutes! Yet the results are immediate and permanent:

Your reception is no longer subject to failure of run-down, worn-out "A" batteries . . . you need never again be without the use of your set for days—even hours at a time . . . for you the deadly, periodic cost of "A" battery recharge, or renewal, is completely eliminated . . . and obviously, with exactly the right "A" power, in exactly the amount required, your set will produce the maximum results expected of it.

Expertly designed—
economically operated

Yet Unipower is not expensive—its first cost is practically the last. A slight monthly addition to the electric light bill gives you this never-failing power with its finer, clearer results.

Unipower is a miniature power plant, carefully designed to furnish radio "A" power from the light socket. Incorporated in it is the trickle charge principle, which changes electric light current into satisfactory radio power.

In addition, however, it contains the extra, rapid charge, rate so necessary to keep your set at full power always—even under unusual conditions caused by overwork or neglect.

Time and performance have proven Unipower totally fool proof. It is constructed without breakable parts or tubes . . . it cannot fail. Radio engineers and manufacturers everywhere gladly endorse it—heartily recommend it.

Unipower, radio's pioneer "A" power unit, was designed by the same experts who, for 30 years, have been responsible for the renowned quality of all Gould products.

Your dealer will show you Unipower. Have him demonstrate it for you. Or, we shall gladly mail you, free, complete descriptions. Start today to experience the relief of unfaltering power—of undisturbed reception. The Gould Storage Battery Company, Inc., 250 Park Ave., New York.



Unipower is especially recommended for these sets

Atwater-Kent	Erla	Radiola
All-American	Ferguson	Stromberg-Carlson
American Bosch	Fwo-Eastman	Splitdorf
Brunswick Radiola	Grebe	Stewart-Warner
Crosley	Howard	Thompson
Day-Fan	Kellogg	Victor Radiola
Fada	Kennedy	Zenith 5-6
	Pressola	



Unipower supplies rich, unfailing "A" power and controls "B" power automatically—at the click of the set switch! It contains a Balkite charging unit of Gould design.

Automatic "A" Power
—that cannot Fail

Unipower
A GOULD PRODUCT

One of a series of advertisements prepared for the Gould Storage Battery Co., Inc.

Facts need never be dull

THIS agency was one of the first to adopt the policy of "Facts first—then Advertising." And it has earned an unusual reputation for sound work.

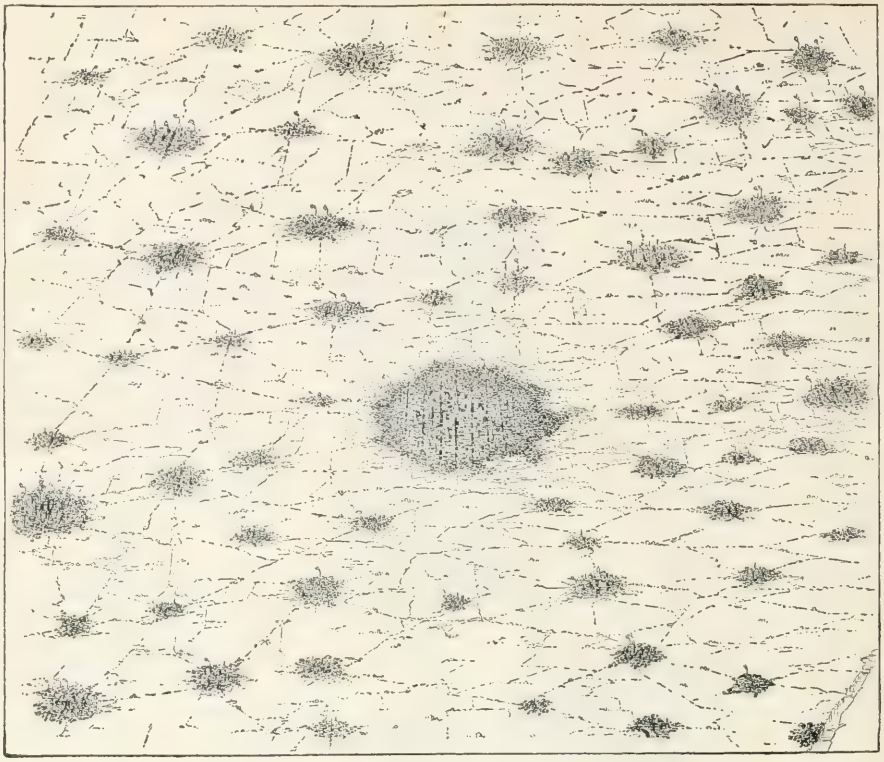
Yet this organization does not, nor has it ever, confused "soundness" with "dullness." It accepts the challenge that successful advertising must compete in interest, not only with other advertising, but with the absorbing reading matter which fills our present-day publications.

We shall be glad to send interested executives several notable examples of advertising that has lifted difficult subjects out of the welter of mediocrity.

JOSEPH RICHARDS COMPANY, INC.
251 Park Avenue, New York City

JOSEPH RICHARDS COMPANY

FACTS FIRST - - - THEN ADVERTISING



A Birdseye View *of the* Indianapolis Radius

THIS is a picture—not a map—of the center of population and the center of industry of the United States, set in the heart of some of the most fertile acres in the temperate zone—The Indianapolis Radius.

There is not another region like this in the United States. Picture a great flat plain, producing millions of new wealth annually, very near to the great consuming markets—dotted with thriving, prosperous industrial cities—and with rich mines adding other millions of new wealth every year.

Picture the two million thoroughly American people who live here, welded together by a transportation system centering in Indianapolis that is literally without a parallel in America.

And then contemplate the dominant coverage of The Indianapolis News, its complete penetration of this market, its demonstrated ability over half a century to make the Indianapolis Radius *think* alike and *buy* alike.

By every factor that makes a market worth intensive cultivation, The Indianapolis Radius is outstanding—one of the brightest spots on the 1927 business map.

THE INDIANAPOLIS NEWS

New York, DAN A. CARROLL
110 East 42nd Street

FRANK T. CARROLL, *Advertising Director*

Chicago, J. E. LUTZ
The Tower Building

Everybody's Business

By Floyd W. Parsons

"THE Good Old Days." What a misnomer! Prejudice was rooted deep, science condemned, and everything new regarded with suspicion. Many believed that nothing should ever be done the first time. They were sure that the really important discoveries in chemistry and physics had been made, and that future progress was dependent upon mere refinements in elements already known. No one had ever heard of anything smaller than a molecule, and the sensation of the day was Harvey's announcement of a system of blood circulation. Although cast into the Garden of the Gods, the folks of "the good old days" were content to subsist on weeds.



© Brown Bros.

All worth-while advances were misunderstood and opposed. The press was dead set against the introduction of gas for illumination, chiefly on the grounds that it might encourage late retiring and frighten horses. One State taxed bathtubs $30 a year. The Board of Education of a Pennsylvania town refused to permit the use of their public school auditorium for a debate about railroads and telegraphs on the ground that it would be rank infidelity to allow open discussions of such nefarious institutions. The waltz was denounced as a foreign abomination, for no lady could possibly allow a gentleman to place his arm around her waist. Joshua Coppersmith was suspected of fraud and jailed in New York for trying to interest people in a device that would transmit the human voice over wires, while a woman in Providence was arrested for going without a petticoat.

The people of yesterday saw Robert Fulton ridiculed, Westinghouse rebuffed and Edison jeered. They laughed at Goodyear when he became a showman and donned India rubber clothes in order to prove his point. Many of them read the words of the Ohio editor who lauded the bicycle, but added, "A man has invented a horseless wagon. Some day he will go back to his grocery and do some good in the world." Yesterday was as much like the present as the Indian's smoke signal is like the flash of a radio message to a ship at sea.

Now the waltz is nothing more or less than a breath restorer to the disciples of jazz. The newly-born babe has a life expectancy of 59 years, as compared with 32 a century ago. When Lincoln was President, twenty babies out of every 100 died before a year had passed—now only ten die. No longer need our men of science turn themselves into clowns in order to get a hearing, and it takes something more than the mere effort of a utility to increase the cost of a street-car ride or the price of a telephone call to start a mob marching on the City Hall.

Smart executives have come to realize that our greatest industries are in lineal descent from research laboratories. Nearly everyone appreciates how fortunate we are to have people among us who look at the apple on the tree and wonder why it grows, rather than how it tastes; and who are more interested in the structure of gold than in its possession. This new attitude has made possible the harnessing of the River Shannon and the construction of a railroad through Robin Hood's Sherwood Forest. It has built a dam across the Jordan and put automobiles on the Road to Mandalay.

The most startling happenings in history are now coming from men and women who, a few years ago, were classed in the category of dreamers. They are the ones who have made it possible for us to produce radio dials from the hulls of oats, buttons from corncobs, poker chips from cheese, and umbrella handles from milk. A dozen new synthetic products in the last two years have revolutionized basic businesses. Not a day passes without some far-reaching change in style, habit, or viewpoint. The average person is almost as much annoyed at present when he misses a section of a revolving door as was his forefather when he failed to catch a stage coach that ran three times a week.

No human is wise enough today to know where the benefits of a new discovery will fall. Without telephones there would not be room on city streets for people carrying important messages. Without elevators we could not live and work in skyscrapers.

It was atmospheric conditions that made England the world's center of textile manufacturing not so many years ago. It was also climate that prevented us from locating our cotton mills down South where the plants grew. Then along came some engineers and chemists who gave the problem their attention, and now we can produce indoors any kind of climate that one desires. Textile manufacture is now carried on even in Southern California, which climate, because of its extreme variation from noon to night, would have been the last one selected a few years ago in which to manufacture textiles.

This same discovery is already exerting its influence in dozens of other industries. It saved the day for the Rayon (artificial silk) business by doing away with climatic hazards. It has shortened skirts by placing attractive stockings within the reach of more millions of women. It has made it possible for New York City to house a great national convention in the summer time in a building where the weather is manufactured and "Every day is a good day."

YOUR STORY IN PICTURE LEAVES NOTHING UNTOLD

On the skill of Photo-Engravers advertisers must depend in a large measure for the faithful reproductions of their expensive paintings. In the old days of Beech-Nut Advertising we purchased costly paintings, as well as now, but then we often had real difficulty in securing creditable reproductions. During the present days of advertising, however, we often find that the reproductions are an improvement on the original designs. This is a genuine compliment to the skill of Photo-Engravers and their improved mechanical tools and is so intended.

Stanley Van Blarcom



Photo-Engraving Multiplies the Masterpieces

A NOTE BY JAMES WALLEN

Advertisers have created a new form of art—the persuasive picture. These modern masterpieces are multiplied by the millions, by means of photo-engraving. Fidelity to the picture—reproduction of every shade of the artist's meaning—is the ideal of the members of the American Photo-Engravers Association. Send for your copy of the "Relighted Lamp of Paul Revere."

J. B. Wallen

AMERICAN PHOTO-ENGRAVERS ASSOCIATION

GENERAL OFFICES ✦ 863 MONADNOCK BLOCK ✦ CHICAGO

Copyright 1927, American Photo-Engravers Association

Nothing Mysterious About Boston

—if you "break down" newspaper circulations this way:

1. Compare morning papers with morning papers, and evening with evening papers.
2. *Compare combinations with combinations rather than with individual newspapers.*
3. Give equal consideration to *optional* and *compulsory* combinations of morning and evening newspapers.

Then you will get this real picture of the Boston newspaper situation:

1st combination (optional) 1st evening & 1st morning	655,300
2nd combination (optional) 1st evening & 2nd morning	415,584
3rd combination (compulsory) 2nd evening & 3rd morning	273,240
4th combination (compulsory) 3rd evening & 4th morning	250,998

Boston American
Boston Advertiser



Weekly Express Service to England and France

via "The Longest Gangplank in the World"

***The New* ILE *de* FRANCE**—flagship of the French Line—commissioned early in the summer. Proud—magnificent—she is the spirit of France itself. French to her very mast tips—the wondrous splendour of the decorations—the luxury of the cabins—the service with a courtier air—those lavish little shops. And the gayety—the verve of life aboard—the smart cosmopolitan throng—so wholly French—a bit of Paris, already! Now—with the de Luxe Liners Paris and France—a weekly express service will begin between New York, Plymouth, England, and Havre, the port of Paris.

France, Feb. 19 . Paris, Feb. 26
Ile de France, July 2nd

At Havre—No long drawn out train ride—a dash through lovely, mellow Normandy—Rouen, of the spires and Jeanne d'Arc legends—three swift hours—then Paris—la Ville Lumiere of incomparable beauties and gayeties—and the starting point to all the capitals and playgrounds of Europe.

No Transferring to Tenders ..down the Gangplank to a Waiting Boat Train..Paris in Three Hours

Four One-Class Cabin Liners direct to Havre. The New York-Vigo-Bordeaux service—three Liners—to southern France and Spain.

French Line

19 STATE STREET, NEW YORK CITY
OR ANY FRENCH LINE AGENT OR RECOGNIZED TOURIST OR TRAVEL AGENCY

Our illustrated booklets are a trip in themselves

"What Will the Harvest Be?"

ATTEMPTING to harvest before the ripening process had advanced to the proper stage would result in tremendous spoilage and waste in farming.

This is equally true in marketing.

The sale of practically every article above the five and ten cent class is brought about by a process of *mind ripening*. Business comes in precise proportion as the mental seed planted has germinated and ripened.

Yet we find hundreds of manufacturers planting good seeds, carefully cultivating the plants and then destroying the half-ripe potential sales by attempting to harvest before the ripening process is complete.

This is due, generally speaking, to failure to consider a vital third ingredient that is essential in eight marketing campaigns out of ten — but which is not used (or is wrongly used) in seven cases out of those eight.

We have published an interesting book which deals with this "*Third Ingredient in Selling*." Manufacturers who want maximum returns from the dollars they invest in sales cultivation are invited to ask for a copy.

This book is expensive and distribution is limited to executives. Requests for the book, which will involve no expense or obligation, should be made on your business stationery.

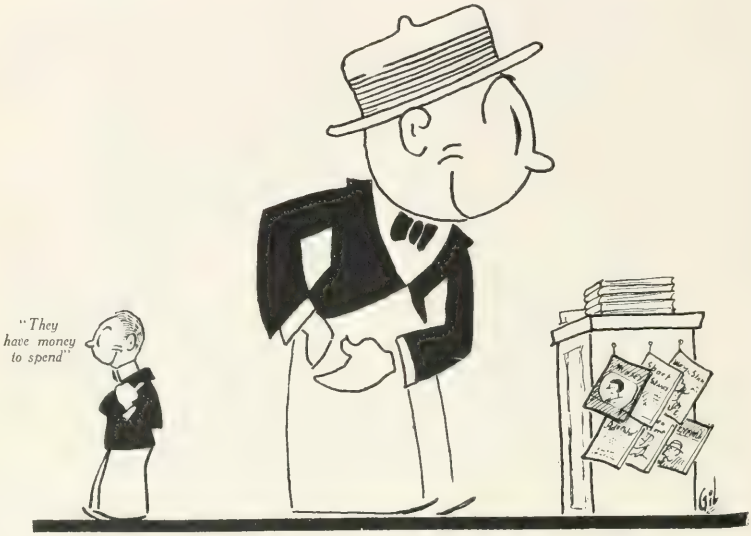
JAMES F. NEWCOMB & CO. INC.

Direct Advertising :: *Merchandising Counsel*

330 SEVENTH AVENUE, NEW YORK, N. Y.

There are three million men of voting age in the families of All-Fiction Field readers.

"They Have Money To Spend!"



86% of the Druggist Newsdealers who were asked the question replied:

"All-Fiction" readers are just as able as or *better able* to buy druggists' merchandise than other readers.

All-Fiction Field

Magazines of Clean Fiction

NEW YORK CHICAGO BOSTON SAN FRANCISCO



Portland Oregon-
is an afternoon newspaper town

How's that?—

Almost twice as many people buy afternoon papers in Portland.

That is a rather decisive "vote"!

The fact is that Portland is very much of a home town. A high percentage of its people own their own homes.

The reading habits of its citizens are clearly demonstrated by the preference for afternoon papers.

The Journal has an absolute leadership in local daily circulation.

And in *spite* of having two afternoon competitors, it has the largest daily circulation in Portland and 40-mile radius of *any Portland newspaper.*

* * *

Buy the afternoon field in Portland—and the Journal to cover this field!

The JOURNAL
Portland-Oregon

BENJAMIN & KENTNOR COMPANY, Special Representatives

CHICAGO 900 Mallers Bldg. | NEW YORK 2 West 45th Street | LOS ANGELES 401 Van Nuys Bldg. | SAN FRANCISCO 58 Sutter Street | PHILADELPHIA 1524 Chestnut Street

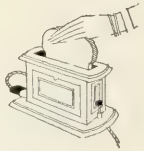
The Northern 9 Counties of New Jersey ~leading section of the Metropolitan Market

The Northern 9 Counties of New Jersey comprise 28.1 per cent of the population of the Metropolitan District—and a still larger proportion of desirable prospects for better class merchandise of all kinds.



THE Northern 9 Counties of New Jersey represent an integral and indispensable part of the New York market.

And in both population and purchasing power, they are the most important section of Metropolitan New York.



In population they include 580,048 families, 28.1 per cent of the population of the Metropolitan District.

As to purchasing power, they include 39.2 per cent of the total domestic lighting customers in the Metropolitan District; and 38.3 per cent of the passenger cars driven.

No selling plan in the Northern 9 Counties of New Jersey is complete without the inclusion of the dominant medium in the territory: CHARM, the Magazine of New Jersey Home Interests.



The circulation of Charm, 81,234, is the largest of any magazine.

Charm is, moreover, the medium of greatest influence. In service and entertainment features it conforms to the highest standards of national periodicals; and adds to them the intimate, local flavor of a magazine edited for the community in which it is published.

CHARM

The Magazine of New Jersey Home Interests

Office of the Advertising Manager, 28 West 44th Street, New York



CATO DID HIS STUFF!

We have always loved that story about Cato. (If interested, you can find it in McGuffie's third or fourth reader. We have forgotten which.) But the story's the thing—how Cato was captured in one of the first Punic wars, and later freed to go back to Rome with the strict understanding that he was to persuade Rome to declare a lasting peace with her ancient enemy, Carthage.

But he didn't do it. He very much didn't do it. For during the next twenty years, every speech that Cato made in the Roman Senate on whatever subject—prohibition, tax refunds, or the latest graft connected with building the Appian Way—he always paused, and then added, with a force that 'woke the press gallery, "Carthago delenda est"—"Moreover, Carthage should be destroyed."

How weary a labor it must have been sometimes for Cato. They laughed at him, they pitied him, they "cussed" him, but the thing that makes it a story is that he kept at it.

And last year the excavator's spade dug up amongst the daisies, the remnants of Carthage, lost and fabled for 2,000 years.

We bow towards Cato and add that the reduction of public inertia is the reward of persistence. It is the force of reiteration that destroys Carthage.



CALKINS & HOLDEN, Inc.
247 PARK AVENUE · NEW YORK

Consider All Five Factors

that make The Billionarea such an attractive market

1. The actual existing Greater St. Louis Market.

There is nothing mythical or artificial about The Billionarea. It is real! It is physical! Any salesman can see with his own eyes when he gets into The Billionarea and when he reaches the sparsely settled country districts beyond. The Billionarea includes all of the concentrated population in metropolitan St. Louis—the Greater St. Louis Market—on both the Missouri and Illinois sides of the Mississippi River.

2. One of America's greatest volume consuming markets.

With a population of more than a million, The Billionarea is one of the greatest volume consuming markets in America for practically any product—a market so great in size as to offer a volume outlet for a large part of the production of any factory.

3. One of the richest markets in America.

The people in The Billionarea earn and spend more than a Billion Dollars a year, making it one of the richest and most prosperous markets in America, and giving it a far higher purchasing power per family than the average of other metropolitan markets. In addition, The Billionarea is in a remarkable era of business development with a billion dollar building program in process and an industrial development of tremendous proportions.

4. A compact market economically reached and sold.

The Billionarea is only 16 miles wide by 21 miles long. It can be traversed by automobile in 45 to 60 minutes. Population is concentrated in The Billionarea to an average of more than 6,500 to the square mile. Retail stores are feet and minutes apart, not hours and miles. With its great population concentrated in a small area, The Billionarea offers an unusual opportunity for volume-selling at low cost.

5. One of the greatest market opportunities in America

The Billionarea has one newspaper that reaches almost every home of purchasing consequence, at a lower advertising cost than is possible in most major markets.

That newspaper is the St. Louis Post-Dispatch, having by far the greatest circulation in The Billionarea and carrying by far the greatest volume of local, national and classified advertising.

ST. LOUIS POST-DISPATCH

The highest ranking P+D+C newspaper of *The* BILLIONAREA—*the Greater St. Louis Market*

NEW YORK 285 Madison Ave. CHICAGO Tribune Tower DETROIT General Motors Bldg. KANSAS CITY Coca Cola Bldg. SAN FRANCISCO 564 Market St. LOS ANGELES Title Insurance Bldg. SEATTLE Union Record Bldg.

The BILLIONAREA

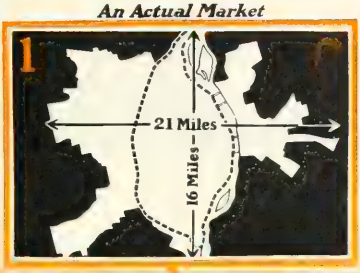
—the GREATER ST. LOUIS MARKET

THE Billionarea is more than a market name. It is a market condition. It is an area in which there is the highest concentration of People, Dollars and Coverage; which makes it a profitable volume-market for advertisers.

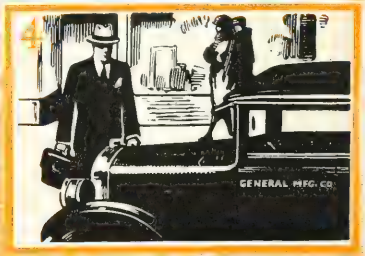
In addition to its unusual prosperity and growth, Greater St. Louis offers advertisers an annual purchasing power of over a Billion Dollars—one of the highest average purchasing powers per family of any city in America.



An Actual Market



An Economical Market



A Volume Market





A Rich Market

A Reached Market



The modern, entirely practical kitchen of DELINEATOR HOME INSTITUTE on the 15th floor of the Butterick Building.

Come into the kitchen!

BACK of the brilliant covers and the scintillant fiction and the illustrations by the foremost artists of the day—we come to the real soul and purpose of Delineator—

We come into Delineator Home Institute.

We pass through an entrance hall, a living room, a dining room, a butler's pantry, a laundry, a laboratory, and so—

We come into the kitchen.

Here, every food and household appliance, every new idea or modern adaptation of old ideas in interior decoration are considered, displayed, tried out—

Much as they will be tried out, sooner or later, in hundreds of thousands of charming homes, Delineator homes. Delineator Home Institute simply accelerates the present rapid movement toward better taste in the home, greater convenience, further luxury and—*a finer appreciation of the Art of Gracious Living.*

Yes, really to appreciate Delineator you have to know Delineator Home Institute.

You will have to come into the kitchen!

Delineator

Established 1868

THE BUTTERICK PUBLISHING COMPANY

Advertising & Selling

VOLUME EIGHT—NUMBER EIGHT

February 9, 1927

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WHEN his steamer eases out into the channel the salesman going overseas finds his portfolios crammed and his ears still throbbing with the platitudinous advice of his older colleagues. The average American has not as yet had sufficiently extensive experience as a salesman in foreign countries to have rid himself of several misconceptions concerning the interviews at the end of a voyage; Mr. B. Olney Hough, whose long and close association with exporting gives authority to his words, has. In "De-Bunking Foreign Salesmanship," in this issue, he explodes a stale myth and points out some seldom considered facts of importance.

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405 Swetland Bldg.; Superior 1817

LONDON:
66 and 67 Shoe Lane, E. C. 4
Telephone Holborn 1900

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A Primary Advertising Medium

To qualify as a primary advertising medium a magazine must reach—

Enough people. Cosmopolitan reaches each month more than a million-and-a-half families.

The right kind of people. Cosmopolitan is a class magazine, edited for a class audience, those who know and appreciate quality and who willingly pay the higher price which the higher quality of Cosmopolitan demands. These are the families who set the buying standards for their neighbors and influence what dealers carry in stock.

People living where your goods are on sale. Ninety per cent of Cosmopolitan's circulation is concentrated in the 2787 cities and towns of 2,500 population and over, where statistics show that 80% of the nation's business is done. Where your own goods are on sale and where your best dealers are found.

Cosmopolitan possesses every essential requirement to make it a primary advertising medium in the magazine field.

Let a Cosmopolitan representative give you further facts and help you to determine how Cosmopolitan can fit effectively into your own advertising and sales program.

Advertising Offices

326 West Madison Street
CHICAGO, ILLINOIS

119 West 40th Street
NEW YORK CITY

5 Winthrop Square
BOSTON, MASS.

General Motors Building
DETROIT, MICHIGAN

625 Market Street
SAN FRANCISCO, CAL.

FEBRUARY 9, 1927

Advertising & Selling

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De-Bunking Foreign Salesmanship

By B. Olney Hough

ADVICE that is fifty years of age ought to be good as well as venerable. It isn't always even good; not by a long shot. Especially is this true of no small proportion of the advice we have for years swallowed gullibly about export trading.

One of the shibboleths that deserves devastating exposure is that time-worn warning that the traveling salesman in foreign countries, especially in Latin America, must on no account ever approach his prospect with the speech of business; that before ever a word of business is permitted to pass his lips, he must make formal, ceremonious calls and ingratiate himself, perhaps in the course of several calls, in the regards and affections of his prospects in a highly dignified social manner; that he must never speak of his goods, or of his desire to get an order; that he must never refer to such a vulgar thing as a sample until through later interviews an acquaintanceship has developed so far as quite naturally to bring into the conversation such delicate subjects; or, as some advisers have even been known to declare, he should not refer to them until the prospect himself asks about them.



Courtesy French Line

Well! well! I have never been able to refrain from wondering what, if anything, is supposed to be going on in the prospect's mind during all this time. Does he take a vivid interest in the state of the weather, or in the traveling man's naive comments on the beauties of the city or its local politics from an American point of view? Doesn't he ever suspect that possibly the traveler has some ulterior motive in cultivating his acquaintance? What is he in business for, anyhow?

The subject was discussed at a recent meeting of the Export Managers Club of New York where practically the foregoing advice was offered by a man, and a clever man, just returned from his first trip to South America. Another export manager, of probably greater experience, who employs a number of traveling salesmen, promptly declared that he would fire without warning any salesman of his who pursued such tactics; that when he went to see a new prospect, whether in Chile or Egypt, he at once announced who he was and why he was there and expressed his hope of being able to sell the prospect some of his goods. He had never found it desirable to "high-hat" his prospect or to beat about the bush. The prospect knew perfectly well what the object of his visit was: he was there to sell, and the sooner he began trying to sell, the sooner would the agony be over and the more impressive would be his effort.

Quite so! Yet what is the real answer? The answer is identical for the traveling man abroad and for the same man, or his brother, here at home: namely, conditions always govern. The peddler of matches who is expected to visit

twelve retail groceries daily along Third Avenue may start out with a sample case under his arm, walk into a grocery, without ado open his samples with one hand as he draws his order book out with the other, and demand to know, "How many?" But the star salesman for a big silk manufacturer does not first make the acquaintance of a new buyer at Wanamaker's by betaking himself to the sample rooms with his bag and sending down his card. No; he takes other means of first making that new buyer's acquaintance. Very likely he soon seeks a chance of sitting in on a poker game with him, or, if he finds that he happens to be musical, of offering to share with him some "complimentary" opera tickets, no matter what they cost.

So it is in foreign selling. The salesman ought to know a good deal about every prospect before ever he presents himself, including not only the prospect's financial status and the terms which may reasonably be extended, but also the prospect's idiosyncrasies and personal foibles and the fashion in which he should accordingly be handled. In other countries, as in this, there are Third Avenues and Fifth Avenues. But experienced and successful foreign salesmen never have the slightest hesitation in avowing on first acquaintance, indeed usually in the first few minutes, the object of their visit and their hopes, whether the prospect be a petty shopkeeper or a multi-millionaire international merchant.

True it is that the experienced and successful foreign salesman does not try to "rush things." Still I have seen salesmen who emphatically merited those adjectives hurry ashore at small Latin American ports where the steamer called for only a few

[CONTINUED ON PAGE 44]

Truth Is a Mighty Advertising Technique

By Earnest Elmo Calkins

WE are just beginning to realize that altruism, unselfishness, generosity, honesty, sincerity, frankness, all that list of old-fashioned virtues, have a definite dollars and cents value in business; that they are not vain gestures, that they are not throwing the dust in the eyes of the public, that they do build up that one commodity on which we depend: belief and confidence. And yet we stop short of these things in our copy. The effect of an unmistakable burst of frankness is dynamic, and yet how seldom it is employed. How seldom do we admit that our product is not the best, the biggest, the most widely sold? How seldom we concede some merit to a competitor. And how it would strengthen our story if we did. How much we do need a little humility in our copy to neutralize the bragging note!

I once knew a man, a pleasant chap, but an inveterate liar. And what is worse, he always advertised himself as a liar. When some one told of losing fifteen dollars in a poker game, he told how he lost thirty dollars. When some one caught a fish a foot long, he caught a fish two feet long. Whatever we talked about, he always went one better. It made very dull conversation, and it never sounded true. The sweeping claims of some forms of copy have somewhat the same effect. It isn't interesting, and it sounds like lies.

In the days when rivalry between New York newspapers was fierce, and each flaunted its claims at the masthead, old George P. Rowell inquired:

"If the *Sun* has the largest circulation in New York, and the *Herald* has a larger circulation than the *Sun* and *World* combined, what is the circulation of the *World*?"

We are all of us more or less straining the credulity of this believing world, and we will probably continue. But we ought to pause and study this matter, and ask ourselves what effect it has on the public acceptance of advertising.

It amuses you to hear truth suggested as an element of successful copy. Truth in Advertising has been made a slogan, and its promotion has become an uplift movement. It is touted by the Advertising Clubs with the virtuous unction of Sunday-school evangelists. But I do not mean that kind of truth. I do not mean anything so simple as selling horse-hair mattresses stuffed with cotton, or veneered furniture as solid mahogany. We are not concerned with the kind of dishonesty that can be haled into court, or stopped by a fraud order. The cruder forms of dishonesty take care of themselves. They are outside the province of our copy writers. I am suggesting honesty as an ingredient of advertising to make it more believable, exactly as I would suggest a new technique in designing, or a new type of style.

IT is a peculiarity of this writing trade that a thing to sound true must be true. All evasions and pretenses reveal themselves as such. If we pretend, our copy is pretentious. This is recognized in some agencies, where no man is asked to write the copy for an article or service in which he does not believe. More than that, if we allow ourselves to be complacent about it, if our state of mind is that it does not matter, that state of mind gets over, too, and becomes part of the state of mind of our public, and adds to its impression that you can't believe advertisements.

133 Millions Gain in Five Years

Some of the Policies Behind Postum, a Remarkably Fast-Growing Advertiser

By Willard Snow

THE Postum Cereal Company, on the present market quotation of its stock, is valued at 150 million dollars; whereas in 1922 it was valued at only seventeen millions. How has this come about? Few of us have kept pace with the development of this company since new hands took it over.

I knew C. W. Post personally. He was a true "Napoleon" of the old school in business; as shrewd and able a man as the "Napoleonic" era in American business ever produced. His bank was his pocket; his copy writer, his advertising agency, and his sales-manager were himself. He had a razor blade tongue and a cold, steely eye; and he had the so-called "fanaticism" that clung to his idea from the time in 1896 when he began business in some back-yard shed. His own life was a business romance of the first water.



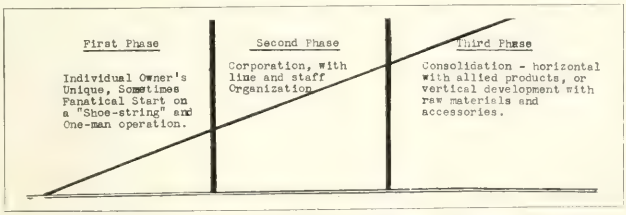
From an advertisement of Postum Cereal Company

But that is not my concern here. The "romance" of Post's humble start, his struggles and his peculiarities belong to a past decade, a pioneering decade. The "romance" of today is the romance of modern organization, keen analysis, large scale enterprise and the skillful use of advertising. Post died in 1914, and the Government at that time appraised the business at ten millions. Eight years later its value in the hands of the heirs was computed at seventeen millions. But five years after it had been taken over and operated—not on the "Napoleonic" but on the modern staff organization principle—it has increased about nine-fold in value. The original shares sold in 1922 at 52½, and in current market quotation are equivalent to about 400. The present dividend is equal to $20 a share on the original stock. Wall Street bankers have had a great awakening in recent years as to the earning power of well-advertised articles.

Postum has of course absorbed three other concerns in the *interim:* the JELL-O Company, Swans Down Flour, a seventy year old advertiser, and Minute Tapioca, the latter, a thirty-two year old advertiser, bought entirely out of surplus. It is obvious that the Postum Company's management is fully appreciative of the superior economy of consolidation. The 1926 profits are expected to be sixteen or eighteen per cent above those of 1925.

The remarkable thing about the rise of 133 million dollars in value of the business is that it is out of all proportion to the growth in sales. The sales of the Postum products, exclusive of the JELL-O and other new articles, have risen from seventeen millions in 1921 to twenty-seven millions in 1925, and probably thirty millions in 1926. JELL-O rose in the same period from 1¾ millions net profit to nearly 4½ millions. Swans Down's net was $737,000 in 1925. The Postum Company's combined profits in 1925 were about 9½ millions.

It will be seen from this detail that while the Postum products will, by the close of the year, have almost doubled the 1921 record, and, by the sale of almost as much new stock as it had issued, acquired a



THE typical history of a successful American business is indicated by the diagonal line on this graph, which shows the steady rise of the concern's organization from the first concentration of direction in the hands of the founder, up to the final highly organized state when the fabric of the company has become based on consolidation

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The Average Cost of Agency Copy Is Nearer $40 ... or Maybe $400

By W. B. Swann

Vice-President, Charles H. Touzalin Agency, Chicago

W. R. HOTCHKIN in his recent article, "What Price Brains in Copy," started a discussion which will result, I believe, in a lot of good. Many writers, some less sincere than Mr. Hotchkin, have periodically scourged and panned the poor, plodding pencil pusher.

There is another side to the argument; in fact, a number of other sides. I believe that the effort, intelligence, and expense put into writing copy averages much higher than is commonly understood.

Not being so well known as Mr. Hotchkin, it may be allowable at this point to present my credentials and state that my comments are based on twenty years of experience; half of the time on large agency copy staffs, the balance as principal in a smaller agency.

Also it may be permissible for me to relate with pride that I was mentioned in Mr. John Lee Mahin's "Who's Who" of advertising men and again in his chapter in "Masters of Advertising Copy," where he says:

> J. K. Fraser and W. B. Swann are of the type of men who have most largely made advertising what it is today. They are honest, painstaking, careful, courageous and earnest. Neither would thank me if I said he was a brilliant man.

During the twenty years I have been in the advertising agency business, I have known, more or less intimately, perhaps, a hundred copy men. I have hired and trained quite a number of them. Also I have a rather wide acquaintance with principals of other agencies, with whom I have exchanged experiences on the very subject under discussion.

There always have been, and no doubt always will be, writers of the "pencil pusher" type. They are the fellows who drift from one agency to another, and whose first question usually is "What do you pay?"

Also, there are copy writers of the "reporter" type, who fail to grasp the difference between a purely news story and a merchandising story



that embodies the "buying impulse."

I recall a very bright young man who came to an agency staff from writing up sporting events for a newspaper. I never knew a more versatile writer or a more voluminous one. Give him an assignment and his pencil hand fairly itched for action. But he was a dismal failure as an agency copy writer. Assign him a series of ten advertisements to be written and the chances were they would be delivered the following day. He simply would not dig. He was too superficial to succeed in advertising.

AMONG the copy writers I have known I can recall only two who paced the floor waiting for Heaven to send an inspiration. One of them would work himself into a frenzy in which he would read his clever phrases and chuckle aloud over their pleasing sound to him.

These are no more typical of the average copy writer than the plodding type of "pencil pusher" is.

I have "heard tell" of agencies where copy is ground out by the ream, following the requisitions and specifications of the copy chief. I have no personal knowledge of such impersonal copy writing. While it may be true of a number of agencies, I cannot accept it as at all typical.

My own experience in a large agency was quite different. Here is an example of the way we worked: An agricultural account was landed for the house. The previous advertising was based on a catalogue that had been written by men who knew the manufacturing end of the business but had little knowledge of the selling end. As the copy man, I had no trouble in convincing the management that I should be allowed to go out on the road with some of the successful salesmen. We called on dealers and on consumers, and in ten days material was gathered for farm paper copy and broadsides to the dealer that talked the subject in the reader's own language and were very successful. This was not a particularly large account either.

In the waning days of the buggy, I remember a series of advertisements based on data gleaned from a similar trip that induced a great many people to put their money in buggies at a time when flivvers were becoming quite numerous. In other words, we found out the service which the buggy delivered and which the auto could not, and we featured it.

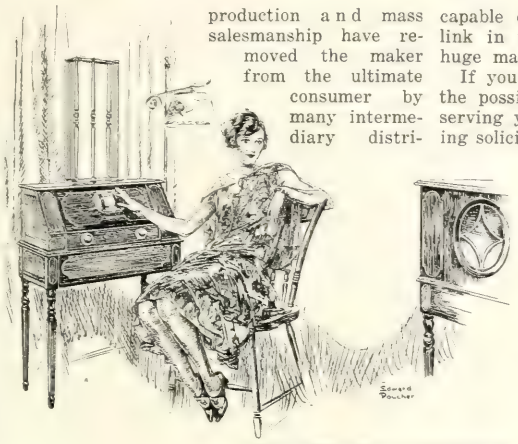
On another occasion, an advertising manager and the writer of this article found time from our official and executive duties, respectively, to ring door bells for a week in small towns and cities, to find out how much women knew about the product we were advertising and what they were saying and thinking. We also saw quite a number of dealers. The only reason the president of the company (a man with millions) did not accompany us was because of unforeseen manufacturing complications which kept him at home. The information we gained was very important and it struck home with more significance and impressiveness than could possibly have been true if we had secured it by any

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To Broadcast or Not to Broadcast

By Edgar H. Felix

YOUR personal feeling toward radio should not influence your willingness to give its sales promotion possibilities a thorough study. You may loathe the sound of a loudspeaker, and you may regard radio's entertainment value as comparable to a midnight cat fight; but the fact remains that twenty millions of people—normal, healthy citizens—do enjoy radio. These people buy all the necessities of life and represent a large part of the buying power of the country. If radio can make selling to so important a group easier, it has a mission to perform in your business.



Drawn by Edward Poucher for Aeolian Company

The successful utilization of broadcasting by national advertisers has led to a rapid increase in the number of commercial broadcasting stations and, in proportion, the number of solicitors who inflict their "high power" salesmanship on space buyers and advertising managers. At this time there must be a thousand of these blue sky salesmen representing some four hundred commercial stations, busily engaged in soliciting clients in every line of business from abattoir architect to zymosis service.

Only a few broadcasting stations have anything to sell to the commercial broadcaster. Most of them have imaginary audiences of small proportions. The few large stations with established followings confine their sales efforts to logical users of the broadcasting medium; that is, to those with a sales problem which can be aided by good will broadcasting. Most of those who have found good will broadcasting unprofitable were doomed to fail by the very nature of their business. It is worth while to analyze your selling problem in order to determine whether or not broadcasting can serve you.

Broadcasting has a definite sales promotion function. It humanizes an impersonal business and attaches good will to its trade name. Mass production and mass salesmanship have removed the maker from the ultimate consumer by many intermediary distribution levels; they have de-humanized the producer. Fifty years ago everyone in town knew Ezra, the blacksmith, and Simpson, the butcher. He was both the producer and the distributor. He was a definite personality. All his neighbors were familiar with his ways and knew how wise, reliable and industrious he was. If he was pleasant and likeable, people came a long way to do business with him. Consumer loyalty was founded on personality.

PERSONALITY is still a necessary qualification of salesmanship. Entertainment figures in every important business deal. A good story has headed many an obdurate buyer headlong toward a dotted line. We still prefer to deal with those we like. But it is hard to get a true picture of a manufacturer's ideals, personality and likeableness to millions of consumers, thousands of miles from his plant.

Broadcasting enables the large producer to become a pleasing human entity to the mass of consumers. Instead of associating their friendly feelings with a personality, radio associates good will with a trade name or trademark. It enables a producer to make his customers smile and to make them feel that large corporations are not so "soulless" after all. It is a good will medium of power and usefulness, capable of becoming an invaluable link in producer contact with the huge mass of consumers.

If you have not yet been told of the possibilities of broadcasting in serving your business, a broadcasting solicitor will knock on your door soon enough. He will probably tell you that broadcasting is the panacea for all your sales problems. But the fact remains that only in one case out of ten is a business in a position to utilize the broadcasting medium profitably. You can analyze more intelligently than a broadcasting solicitor whether or not you should embark upon a radio good will effort. Analysis is founded upon six factors:

1. Name and identification of your product.
2. Extent of its sales field.
3. The nature and distribution of sales outlets.
4. The extent of your advertising.
5. The nature of competition.
6. The factors that lead the consumer to buy your product.

The logical user of the broadcasting medium has a product identified by a familiar trade name. This trade name must be more than a mere conception in the manufacturer's mind; it must be the name by which the product is bought by the ultimate consumer.

There is not one in a hundred readers, even though they are advertising men, who knows what brand of living room furniture graces his home. He may know the retailer from whom it was purchased, but he cannot tell offhand whether he has an Imperial or a Red Herring divan. On the other hand, if his wife has a kitchen cabinet, he knows whether it is a Hoover or a Sellers. In the office, paper clips and desk blotters may be of Columbia, Beechnut or Whatnot brand, but the fountain pen is definitely a Waterman or a Parker.

Almost any commodity can be made to sell by a trade name. To build up consumer demand for a particular brand requires only a trade-

mark, a degree of distinction in price, workmanship, material, design or service, backed by national advertising. Broadcasting can make such a name familiar, but it cannot do more. Advertising and plenty of it is needed to make the consumer demand the product by name.

The second requirement is that the manufacturer's sales field be represented in practically all classes of society. Radio receiving sets are found in every kind of home. Loudspeakers are as familiar in marble mansions as in five-story walk-up tenements. In city, in town, in country village and in rural districts, antennae stretch to form their bond with the broadcasting station. If the sales appeal is confined to a special class of society, whether it be debutantes or bootblacks, millionaires or barbers, instead of to the general mass, broadcasting is likely to be found to be inefficient and wasteful.

The third point is that normal distribution and sales outlets must be established in the areas served by the broadcasting stations utilized by the good will broadcaster. Broadcasting, however, may stimulate the establishment of retail outlets, provided the selling organization establishing contacts with retailers is active in the territory served. But

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Calkins, Gundlach, et al.

By C. W. Page

C. W. Page Company, Richmond, Va.

United States of America in the Court of Public Opinion
Earnest Elmo Calkins — *Plaintiff* — *Note of Argument by Co-Defendant for Limitation of Art in Advertising*
vs.
E. T. Gundlach — *Principal Defendant*
C. W. Page — *Co-Defendant*

"A fifty-dollar cut will do the work, so why pay two hundred dollars? Only an expert in mail order copy, trained to say a great deal in a small space, could cram so many mistaken points of view in such a short article." CALKINS.

I THINK many business executives appreciate Mr. Gundlach's meaning in his article entitled "Art versus Advertising." There are advertising agencies that think of advertising illustrations mainly in terms of $250 to $2,500 drawings. Good art work can be bought for less, and that leaves more to invest in copy.

"He says the advertiser is after the reader's money, which is true, and that every reader knows it, which I doubt." CALKINS.

What type of reader would it be who did not know that the advertiser is after his money? And what type of advertisement would it be so soft spoken as not to let the reader know?

"Even his example of the butcher selling a goose is wrong. The literary stuff in the advertisement should emphatically not be the kind of talk an intelligent butcher hands out when he is trying to sell a goose. Not one butcher in a thousand knows how to sell a goose—or anything else." CALKINS.

Here's a serious commercial mix-up. What to do? The geese of the past have all been sold by the butcher, "who doesn't know how to sell a goose or anything else." Now, if the butchers of the country had had the support of a national advertising campaign on Geese, properly illustrated with art that cost enough, and so handled as to "conceal from the reader" the fact that the Butchers' Guild was "after their money," it doesn't take imagination to figure out how goose flesh must have "moved."

"And every housewife sees in her mind's eye, as she bargains for her goose, not the pale, white corpse with a bloody neck hanging from the market hook, but a crisp, brown, roasted goose, stuffed, garnished and dressed, ready to serve, the triumph of her culinary skill." CALKINS.

I am sure Mr. Gundlach meant to illustrate the goose not freshly executed and nude, but fully dressed and in the "triumph of culinary skill" state, which Mr. Calkins so appetizingly describes. I firmly believe he could get a drawing to tickle the palate for fifty dollars.

"I am afraid that Mr. Gundlach belongs with the old guard in his unwillingness to use any new device which makes advertising more effective in selling goods." CALKINS.

There are very few of the mail order type of advertising agents who belong to the "Old Guard." The little old "Record of Results" sheet won't let them belong. On the contrary, they are all of the time checking up on returns. When they get a winning piece of copy they know it, and make the most of it. When another piece falls down, they know it—quickly—and are instantly off on a new tack that may turn up something good. And right there is your anchor to windward, than which there is nothing more valuable to the advertiser. What has your agent who stakes all on high art with a stickful of copy "to fill in" and orders them out for a year's campaign got to set up against the mail order agent's tactical shifting of position when copy falls down? Don't class the Gundlachs of the business with the "Old Guard"—they don't belong.

I think I get Mr. Gundlach's point of view, and I am sure that many others do.

Mr. Gundlach favors the limitation of art to showing the goods, either alone or in use, without the usual frills and useless scenery. He would limit the space taken by the picture so as to have most of the advertisement for talk about the article advertised. Talk of the right kind sells goods through the newspaper and magazine page in the way that it does the salesroom.

Nobody I know of in the advertising business wants to pattern all advertising exactly after mail order, but many sincere and able students believe that all advertising would produce much better results if proved mail order principles received more consideration.

Consider the Carpenter—a "Consumer-User"

By Albert E. Mudkins

AS indicated in a previous article, the term "consumer-user" is held to cover the relation of a carpenter (plasterer, mason, etc.) to building materials. Recognizing this factor and developing selling plans accordingly is, we believe, one of the marketing problems that face many manufacturers of building materials and allied products for use and sale in this field.

To many of these manufacturers the carpenter, of whom there are 887,379 (U. S. Census), is in the strictest sense of the word the consumer-user.

The carpenter probably uses your product mainly for one of two reasons: as a material to be used in building some form of construction or, if the product be a tool, as a means of helping complete his daily task. In either case the use of your product is basically, to use a colloquialism, "all in his day's work."

Thus, seeking the fundamental marketing idea for a product to be sold to carpenter-customers will mean our thinking of it in connection with their daily work. This may lead us to a test of the product by lifting it, dropping it, trying to bend or break it or even exposing it to weight-bearing or strength determining tests. In short, all of our thinking and planning will be undertaken with the carpenter-customer's point of view in mind.

What is this point of view—or at least what are some shades of it? Ask a carpenter of what feeling he is most conscious at the end of the day's work and probably he will answer, "I'm dog-gone tired!"

That statement is easy to check, as anyone who has tried amateur carpentry knows. If you take on an apparently simple, but to you sizable, job, such as building a closet in the attic or a dividing fence on part of your lot, you are soon conscious of physical fatigue.

Not being accustomed to such work, you are likely to place the cause of this fatigue upon your ineptitude, and undoubtedly some of it is due to that cause. On the other hand, physiologists tell us that a continuance of any manual labor results in a setting up within the body of very definite fatigue poisons which manifest their presence in, to put it simply, "tiredness."

HERE, then, is a starting point for a marketing idea. Of course, there are others, but let us for the time being examine fatigue and its results as the basis of an appeal to carpenter-customers.

Let us suppose, for a moment, that the product to be marketed is a material for use in sufacing walls and ceilings. Such a material must have, from a house owner's point of view, strength and thickness combined with a reasonable degree of economy. A material that meets those conditions is plaster wallboard made in standard sized sheets of 6 x 8 feet and larger.

How is plaster wallboard used in his "day's work" by a carpenter?

The average six-room house contains an area of some 4500 sq. ft. of wall and ceiling surface. A house of this size, depending upon the owner's use of it, as a summer cottage for himself or as living quarters for his servants, can be suitably surfaced on both walls and ceilings with plaster wallboard. The area involved would require in the neighborhood of 100 to 125 standard panels of the material and would call for the handling on the part of the carpenter of close to five tons.

Now, it does not take much imagination to see that a carpenter expending the energy required in a day's work to handle a portion of these five tons is going to feel a definite fatigue.

Conversely, it is easy to see that if, as a plaster wallboard manufacturer, you can meet the owner's requirements of strength, thickness, economy, and, at the same time, give the carpenter relief from the weight, you will have created a material which your "consumer-user"—the carpenter—will welcome.

Assume that these conditions have been met. (As a matter of actual fact, they have.) The interest in the situation so far as marketing is concerned is that you have been provided with marketing angles (copy appeals, if you wish) suitable for both the house-owner and the carpenter "consumer-user."

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©Ewing Galloway

THE material he uses is to a carpenter the basis of his daily work. The qualities peculiar to it govern his physical as well as his financial well-being. Consequently a fundamental idea in marketing a product to him might lay stress on some such point as relief of the fatigue that—contrary to popular superstition—forms his dominant sensation after a day's labor









ALL that a good soap can do, says Ivory Soap, is to clean the skin. Soap is not a panacea. This statement is not startling: its modesty is. "Understatement", long recognized but seldom used as an effective element of artistry, is here employed in advertising—an activity to which it would superficially appear to be ill adapted. But, when surrounded with announcements laying claim to powers little short of alchemy, the restraint of these newspaper advertisements—part of a larger, intensive campaign—should impress all except the most dull-witted, and even they will sense the reliability of the advice tendered in the copy

"And We Oughta Get Out a Magazine"

By Robert Douglas

IF you have ever been a member of the Organization Committee, you are under suspicion. Until proved innocent you are suspected of being the member who, at one of the meetings of the committee, made the doleful suggestion which is our title.

From good and standard sources we learn that there are, in these United States, 2293 daily papers, 13,383 weeklies, and 5076 assorted periodicals of other classifications. Add to these totals the movie subtitles, the street car cards, and the output of the book publishers, and the public is amply supplied with reading matter. Now, as you look back on that meeting, just what led you to suggest the crying need for another publication?

Everybody belongs to some sort of an organization: a fraternal order, a chamber of commerce, a board of directors of a children's welfare league, or a horseshoe pitchers' social and benevolent association. With this membership there comes to many of us the hallucination of a regeneration. If the organization be social or fraternal, we discover that we are of a different clay from the rest of humanity, and in need of a different literary diet. If the society is philanthropic, we become evangelists, with a burning message for the waiting world. And the result is another magazine.

The magazine appears, in due course, with a foreword by the president, articles by prominent members or prominent outsiders whom the editorial board can induce to write, and an editorial page which, in one issue, covers the whole field of editorial ardor.

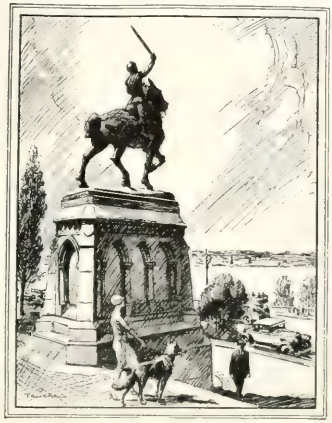
The second issue presents that which is left over from the first.

Advertisements appear. The printer, poor devil, takes a page. The association's caterer antes one chip. Various members of the insurance business insert notices of their honorable calling. Altogether the magazine assembles about three pages of display advertising. Across the bottom of these three pages appears the irresistibly appealing line: "Patronize Our Advertisers."

The history of the infant magazine can be briefly recorded. It is a robust youngster if it has not begun its decline by the fourth issue. This is usually the point at which the dearth of worth-while editorial matter becomes apparent. The advertising assumes a dormant state; the copy does not change, nor does the roster of advertisers. The cover plates which looked so brave and gay on earlier issues begin to have a familiar but no longer engaging appeal. Succeeding issues grow less and less interesting until the anniversary number, when the editor plunges in all over and spends the society's money for an extra color on the cover. Then the relapse.

GENERALITIES are seldom true and never just. There are exceptions to every wholesale indictment. But it is the firm conviction of one who has seen many such magazines come and go that, if they all were to disappear over night, about eighty per cent of their eager readers would never think to miss them.

Before me, for inspiration, is the weekly magazine of a large city's chamber of commerce. It is just plain dull, in appearance and in contents. It is exactly like every previous issue, and every succeeding issue will duplicate it. There is no business news in it which members of the chamber are not, presumably, already getting through their daily papers or trade press. The news of the chamber's activities might be sent on postcards more economically and with a better chance of being read.



From an advertisement of Cadillac Motor Car Co.

A chamber of commerce is a conspicuous example, purposely chosen so that this dissertation may not seem to apply only to small fry. We are not concerned just now with house organs, for instance. Nor are we considering the ephemeral publications which are planned for one issue or one week, for special occasions, and which appear and disappear according to the plan. The souvenir program and the special edition—familiar menaces to anyone who has ever handled an advertising appropriation—need not be considered here afresh. Our interest is in the "magazine" of special appeal, launched, supposedly, to appear "not for a year, but al-l-l-ways."

Who wants it, besides the printer? Not the editor, usually, for the editorial labor is too frequently added to the secretary's cares, while the honorarium remains the same. Does the reader want it? It is hard to believe that the average member of the average society of whatever kind, can pass the heavily laden news-stands by and go hurrying home to his copy of the average special magazine. Not the advertisers, surely. Nearly everybody is counted out, now, except the few enthusiasts who attend all the meetings, make all the motions, hover around the bulletin boards and know all the society's news anyway.

The average member does not take his burden of membership so seriously. It is doubtful if he feels the need for a special magazine. The magazine is printed in the language in which he has the choice of a hundred others. The others give him more for his money, and they give it to him far more expertly served.

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Structural Steel Meets the New Competition

WITHIN the past five years the general public has become increasingly aware of the growing of that new business trend which has been so accurately described in these and other columns as "The New Competition." Competition in all lines of trade has become vastly broadened. Rival concerns who have been contesting bitterly for the same market over a period of years are meeting on common ground and bending every mutual effort at cooperation to combat a competition which is far more sweeping than any they have ever known; competition on too grand a scale to be met by individual companies. It is the competition of industry against industry.

Cooperative advertising in this country has developed on a scale unheard of abroad and without precedent in the history of commerce. Agricultural producers have been leaders in this movement, for this has long been the field in which efficient marketing has been the most crying need. But industry has been falling into line and going into the movement with a vengeance. And here, while marketing is of great importance, the paramount object is somewhat different. It is the pitting of industry against industry for the control of markets which are world-wide, and in the momentum of its sweep this movement is casting into the discard personal prejudices which have become traditional.

The latest recruit to this industrial struggle is the American Institute of Steel Construction, Inc. Although its advertising campaign has only broken within the past couple of weeks, this organization came into being in 1921. It is made up of the leading independent steel fabricators of this country and Canada, numbering 218 in its present membership, and represents an overwhelming preponderance of the structural steel production of the two countries.

The Institute's policies are best represented by the following quotation from its own statement: "The structural steel industry is not merely a group of fabricators whose interest in steel ends with its fabrication, sale and erection; for the fabricator's true responsibility is discharged only when his product has been honestly produced, intelligently marketed and economically used."



THE organization is financed by assessment of the member companies on tonnage produced. This gives the Institute a definite income for the performing of its regular functions, and from this income are derived the funds for financing the current advertising campaign. In addition, a number of important nonmember concerns interested in the broad phases of the educational movement have contributed either substantial sums of money or less tangible but equally valuable advice and cooperation.

The campaign broke January 20 with the initial insertion in *Iron Age*. It is a national campaign in every sense of the word and represents the first effort of such scope as yet undertaken by the Institute. Naturally there must be some limitation to its range as the move is to some extent experimental, but the campaign has been carefully merchandised so that it may cover the many-sided field with sufficient thoroughness.

Three definite types of publications are being utilized. First are consumer media reaching the general public; second, architectural media, and, third, media reaching engineers, contractors and the metal trades. The officials of the Institute believe that in this way they can obtain the best coverage of their prospects which is practical at this time and with their present resources. The illustration on this page is typical of the insertions in groups one and three. Here the photographic illustration is used with a section of steel construction superimposed on the main print. The insertions in the architectural publications, however, feature a series of twelve drawings by Hugh Ferris in his well known and characteristic style.

The campaign as a whole is planned to run for the year. Full pages are to be used in all of the publications with the exception of one of the general consumer media, where twelve 2/3 pages will appear. Twelve time schedules are the rule in all the media used, although there are one or two exceptions to this.

As previously stated, the object of this campaign is primarily educational. But the Institute does not plan to limit itself to consolidating the existing market of its member companies. Already tentative moves have been made toward the development of new markets, although the way is being felt very carefully. One company, for instance, is advocating structural steel forms for private dwellings and has gone into this phase quite extensively. Others are contemplating similar steps.

THE · EDITORIAL · PAGE

Significant 1926 Magazine Figures

DURING 1926 nearly 5000 advertisers in twelve standard, nineteen flat, eighteen women's, thirty general and class, and fourteen weekly magazines, spent the grand total of $177,447,949. This is a very substantial sum, and an increase of fifteen per cent over 1925. What is more, a particularly heavy concentration of it appeared in the closing months of the year, in spite of the sagging of business during those months.

The 1926 winner in volume of magazine advertising is drugs and toilet goods, which leads off all other classifications with $25,865,147 expenditure, eclipsing the automotive industry, which is second with $24,807,185. Food and beverages come next with $22,000,000; house furnishings $17,000,000, and building materials $10,000,000. Tobacco shows only $3,500,000.

Cooperative Marketing Is No Good Unless It Markets

ON every hand we hear that cooperative marketing is the solution of the farmer's problems. Every one, from President Coolidge down to the humblest authority on the question, is advising the farmer to join a marketing association. The farmer is assured that if he does so, all his troubles will be over.

Judging from figures recently given out by the United States Department of Agriculture, the farmer does not have to be "sold" on cooperation. For the last ten years, while others have been talking, farmers have been quietly organizing and joining associations on a scale never before known.

"In the ten years ending with 1925, agricultural cooperation increased in every section of the country except in a few remote corners," says the Department of Agriculture. Membership in old associations grew enormously. During this period hundreds of new associations were organized. The business handled by these cooperative bodies increased even more than the membership. The volume done by these organizations in the West, South and East was more than 1000 per cent larger in 1925 than it was in 1915.

The increases shown by certain commodity groups is even more striking. There has been tremendous activity in the cooperative marketing of dairy products. These bodies increased their business 500 per cent in this ten-year period. The tobacco marketing associations increased their turnover 1300 per cent. But it is the cotton cooperatives that carry off the palm. They increased their business 9887 per cent since 1915!

These figures would indicate that there is no lack of appreciation in farm circles of the value of cooperative marketing. If anything, there is reason to believe that farmers are beginning to expect too much from cooperation. They are coming to believe that there is a magic potency in organization. They feel that all they have to do is to join an association and forthwith everything they produce will be sold at top prices.

Unfortunately, marketing is not so simple as that. An association that does not use modern selling methods is in no better position to sell the production of its members than is any individual business man who sticks to old-fashioned methods. To succeed the association has to advertise, utilize by-products, find new uses, explore hidden markets and out-do the competition of rival associations just as the private company must in order to market its product profitably.

Those cooperative organizations that are using the same progressive selling methods that corporations are using are succeeding. On the other hand, those associations that are depending on the magic word "cooperation" to do all their marketing for them are not accomplishing enough to justify either the enthusiasm or the confidence of their members.

The Come-Back of Retail Brands

THE retailer's private brand showed unmistakable signs of coming back to life during 1926. For several years we have not been hearing much about the retailer's own brands. The overwhelming popularity of manufacturers' branded merchandise completely overshadowed the retailer's private label goods. But during the last year they came out of their obscurity.

There are two principal reasons for their come-back. The first of these is the extraordinary development of cooperative buying among retail merchants. Scores of strong buying groups were organized in 1926. It is the practice of many of these groups, particularly in department store and wearing apparel lines, to use an association trade-mark. Since associations in those lines do not, as a rule, extend membership to competing merchants, a group store has the exclusive use of the association trade-mark in its community. There are several other reasons for the adoption of these group brand names, but it is not necessary to detail them here. Suffice it to say that the association trade-mark has arrived at a point where manufacturers must give it serious attention.

The second cause for the "come-back" of retail brands is the fact that many retailers feel that some manufacturers who sell through exclusive retail agents do not give their agents sufficient protection. In the men's clothing field, for example, it is the custom for a number of manufacturers to sell through only one dealer in a community. In some cases the manufacturer fixes his dealer's quota. The retailer is expected to show an increase each year and to buy the quota which the manufacturer sets for him.

If, because of local business conditions, or for some other reason, the dealer is not able to take his quota, he is threatened with the loss of the account. And in some instances he does lose it. This is a hard blow to a retailer who has identified his store with a manufacturer's trade-mark for years.

It is because of this constant menace of losing the agency that a number of stores have recently adopted their own brands and have either thrown out the manufacturer's brand or have stopped featuring it. And who can say that such merchants are not acting wisely?

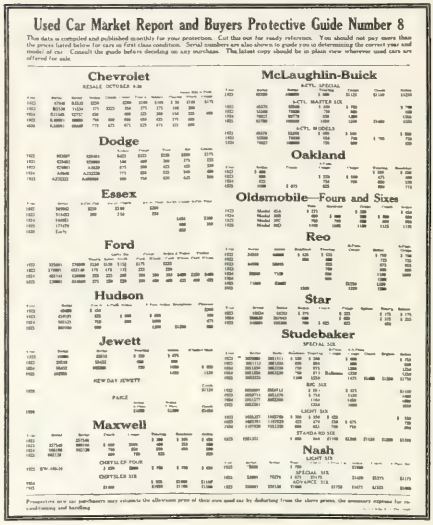
A Plan to Stabilize Used Automobile Prices

By Harold B. Crow

Editor, *Motor Trade*

THE merchandising of second-hand cars, the great problem facing the automobile industry the world over, is being put on a new and a high level.

A plan which brings this complex problem closer to ultimate solution, developed at Windsor, Ontario, and operated successfully there for nearly a year, has now been adopted in Toronto, Hamilton, Montreal, Ottawa, Quebec, Brantford, London, Winnipeg and Calgary, in Canada, and in Akron, Ohio, San Antonio, Tex., Kalamazoo, Mich., and Fort Wayne, Ind., in the United States. In addition, many cities in both countries are watching the plan as it operates elsewhere and are considering its adoption. Leading men in the automobile industry have given months of study to this plan and have openly accorded it their support, so that it seems to be but a matter of time before the used car departments of the whole continent will be functioning in accordance with the plan originating in Windsor.



Used Car Market Report and Buyers Protective Guide Number 8

This data is compiled and published monthly for your protection. Cut this out for ready reference. You should not pay more than the prices listed below for cars in first class condition. Serial numbers are also shown to guide you in determining the correct year and model of car. Consult the guide before deciding on any purchase. The latest copy should be in plain view wherever used cars are offered for sale.

Chevrolet

McLaughlin-Buick

Dodge

Oakland

Essex

Oldsmobile—Fours and Sixes

Reo

Ford

Hudson

Star

Jewett

Studebaker

Maxwell

Nash

The Windsor plan is based upon newspaper advertising, with the definite object of stabilizing the value of the second-hand car. Heretofore the automobile has had but one value: the price of the car when new. This value, set by the manufacturer, has been definite and constant, subject only to the usual laws of competition: supply and demand. The used car, however, even if only a week old, has had no definite value at all. It has been subject to the whims of the dealers, and to the demands of the public. Both of these have been parties to its fluctuations from low to high, depending upon stocks and their mutual eagerness to strike up a deal involving a trade-in on a newer model.

The tendency of automobile owners to want the latest model has resulted in thousands of trading-in deals far in advance of the economic death of the used car. An automobile depreciates rapidly, but taking into consideration the fact that the average motor car has a life of from seven to eight years, it is apparent that the ambitious car owner is partially responsible for forcing this depreciation. The automobile dealer, of course, receives a discount or commission on his new car sales, and his eagerness for volume of sales has led him to bid high for the used car.

IN other words, he overbids on the traded-in used car and apparently sacrifices part of his commission on the new one. The public naturally shops around to see which dealer will go highest, and that dealer gets the business. But if he does this often he loads himself up with used cars at a high figure and must crawl out by accepting his losses or passing them on to an unsuspecting public.

It is clear that this kind of merchandising is wrong; for the keen competition that prevails soon stocks up the unwise dealer with over-valued second-hand cars. It is clear, too, that no article is actually worth more than the public will pay for it, so that the business works around to the point where the public itself establishes what the second-hand car is worth.

Here is where the Border Cities Plan starts in. From a series of merchandising articles in *Motor Trade*, Toronto, in which it was recommended that the public be educated as to the base resale value of its reconditioned used cars, G. Tate Easton, of the Easton-Edwards Motor Sales Company, Ltd., Windsor, built up a plan. Securing the cooperation of the Border Cities Automobile Dealers Association, of which he was, and is, president, Mr. Easton launched a half-page advertisement in the *Border Cities Star*, Windsor, which was simply a market report of the prices of the used cars of various makes and models that had passed through these dealers' hands. The public soon found that the prices were genuine and accepted them as establishing values. They knew then what they could expect to receive for their old cars in deals for new ones, and what they could expect to pay for cars in the used class. These advertisements, altered to keep pace with varying prices and stocks of second-hand cars accepted in trade by the dealers, have appeared every month.

This substitution of knowledge for speculation pleased the public. It also suited the dealers, for they could see the futility of overbidding when they would have to sacrifice their profit or turn around and sell the over-valued car to that same public.

The plan calls for nothing in the way of promises or gentlemen's agreements. The dealer who underbids simply does not get the business, and the one who overbids jams

[CONTINUED ON PAGE 75]

BRUCE BARTON ROY S. DURSTINE ALEX F. OSBORN

Barton, Durstine & Osborn

INCORPORATED

An advertising agency of about two hundred people among whom are these account executives and department heads

James Adams
Mary L. Alexander
Joseph Alger
John D. Anderson
Kenneth Andrews
J. A. Archbald, jr.
R. P. Bagg
W. R. Baker, jr.
F. T. Baldwin
Bruce Barton
Robert Barton
Carl Burger
H. G. Canda
A. D. Chiquoine, jr.
Margaret Crane
Thoreau Cronyn
J. Davis Danforth
Webster David
C. L. Davis
Rowland Davis
Ernest Donohue
B. C. Duffy
Roy S. Durstine
Harriet Elias
George O. Everett
G. G. Flory
K. D. Frankenstein
R. C. Gellert
B. E. Giffen
Geo. F. Gouge
Louis F. Grant
Gilson Gray
E. Dorothy Greig
Girard Hammond
Mabel P. Hanford
Chester E. Haring
F. W. Hatch
Boynton Hayward
Roland Hintermeister
P. M. Hollister
F. G. Hubbard
Matthew Hufnagel
Gustave E. Hult
S. P. Irvin
Charles D. Kaiser
R. N. King
D. P. Kingston
Wm. C. Magee
Carolyn T. March
Elmer Mason
Frank J. McCullough
Frank W. McGuirk
Allyn B. McIntire
Walter G. Miller
Alex F. Osborn
Leslie S. Pearl
T. Arnold Rau
James Rorty
Paul J. Senft
Irene Smith
J. Burton Stevens
William M. Strong
A. A. Trenchard
Charles Wadsworth
D. B. Wheeler
George W. Winter
C. S. Woolley
J. H. Wright

BBO

NEW YORK
383 MADISON AVENUE

BOSTON
30 NEWBURY STREET

BUFFALO
220 DELAWARE AVENUE

Member American Association of Advertising Agencies
Member Audit Bureau of Circulations
Member National Outdoor Advertising Bureau

Drama in Advertising

By Theodore F. MacManus

President, MacManus, Inc., Detroit

THE accompanying article consists of a section lifted bodily from Mr. MacManus' new book, "The Sword-Arm of Business," just published by The Devin-Adair Co., New York. This is not in the nature of a text book on advertising. Rather, it deals with broad principles with which the author has come in contact and which he has developed beyond the stage of mere hypotheses by their actual application to business. In handling this material, Mr. MacManus has necessarily drawn deeply upon his own experience, but he has carefully avoided turning his work into an autobiography. It is, in fact, largely in the nature of a series of essays, so coherently hung together by the author's admirable gift of continuity as to merge into practically a single essay.

It is not the policy of ADVERTISING & SELLING *to review books at any great length nor to quote from them to the extent that we are quoting herewith. But every once in a while there appears an exceptional book by a man of prominence in the business which appears to warrant more than cursory treatment. Believing that nothing else can do justice to "The Sword-Arm of Business," we submit to our readers this extraction which is quite typical of the style and material of the whole.—Editor.*

NATURALLY those will read this book who manufacture merchandise less capable of dramatization than the motor car. They will wonder whether the public cares anything about the motives which dominate the man who manufactures a chewing gum or a cigarette. These two commodities have been deliberately chosen because they are the two which really seem to be beyond the pale of humanization. I say "seem," because I would not despair even of these commonplaces. It is simple to fall back on my generalization that people actually do prefer that which is good—that there is none of us so poor and mean as to relish being tricked, and that there are ways and means (whether the manufacturers have found them or not) of conveying the honesty even of a chewing gum or a cigarette



Courtesy Russell Studio, Chicago

to the thousands who indulge in those twin abominations.

But the list of commodities which cannot be made to stand out from the ruck and mass of merchandise is so small as to be unworthy of consideration. We are considering now, more especially, commodities which constitute a general need or use or enjoyment, whose market is in a majority of American homes occupied by human beings subject to the law of suggestion. For the conquest of this market, the process, properly applied, is almost automatically certain in its results.

We are too close to this gigantic panorama called America to grasp its gargantuan possibilities. We are ever faring into far fields, forgetting that in a Chicago, or a Cleveland, or a New York, or a dozen other areas, are markets as huge as some States in the Union or entire nations in Europe. We do not realize what it means to be admitted to a preference in the homes which constitute this tremendous market—to have won the consent of several millions of minds to a modest assertion of superiority.

Only those manufacturers and merchants who have enjoyed the advantage of this preference, and only those manufacturers and merchants who have had to battle against it, realize what a priceless asset it is. The man who markets a product for which the public cherishes a predisposition, is immune to at least fifty per cent of the daily business difficulties which beset the man whose product has still to create a prejudice in its favor.

There is nothing tougher or stronger in this world than the human will; and when that will bends beneficently and en masse toward a man or his work, the one and only problem remaining to him for the fulfillment of his dreams and ambitions is to continue to be worthy of it.

A number of years ago a brilliant man listened patiently while I endeavored to expound the intricate simplicities of this process of persuading the public to accept the integrity of the advertiser and the pre-eminence of his product. At the conclusion he requested the privilege of asking a few questions.

"Is not the process you are describing," he asked, "the purpose of all good advertising?"

"It is," I replied.

"Well, then, may I ask—with apologies," he continued, "if nearly all that you have said is not platitudinous?"

"It is," I said. "And so is the Golden Rule platitudinous until you dramatize and apply it."

THERE was no intent to register a merely clever retort. He had put his finger on a fact and the answer was the statement of another fact. All advertising should have a definite objective. All advertising should be deliberate and proceed step by step toward that objective. All advertising should concern itself chiefly with the human mind and heart. All advertising should know its own mind and never veer or vary from its original purpose.

In other words, advertising was intended to be beneficent propaganda, but it has not been so. It has been anything but assured, anything but direct, anything but consistent. It has been a follower, not a leader. It is usually launched with a hope that it will help, not with the serene confidence that it is certain to do so as long as the human mind is properly and persistently applied.



Atwater* Kent
Colonial Grebe
Stromberg Carlson Freshman
Crosley* Cunningham* Balkite
Radio Corporation of America
Freed Eiseman Kolster Philco*
Eveready Battery Radiolite*
R B Battery* Eliminator Steinite*
Dictograph Speakers Tab* Batteries
Farrand Speakers Timmons Talkers

Are some of the radio manufacturers who

used The New York News in 1926

*These advertisers each spent more money in The News in 1926 than in any other New York Newspaper

THE NEWS
New York's Picture Newspaper
Tribune Tower, Chicago 25 PARK PLACE, NEW YORK

The Gold-Plated Age of Copy-Writing

By W. R. Hotchkin

Associate Director of Amos Parrish & Co., New York

I RAISE my voice not only when speaking *to* the eminent author of "Louder Please" but also when speaking *about* him and his work. In ADVERTISING & SELLING of January 26, Mr. Calkins says:

> Among the influences that blight the fresh effectiveness of copy is monotony; over-use of the same idea, adoption of the prevailing fad or fancy, too much imitation, copy that looks and reads too much alike. . . . We are developing an advertising tone of voice: monotonous, banal, commonplace, trite. . . . We might as well buy the page facing the one that furnishes our model and print on it, "Same here, Cuckoo Candy Company."

Recently, I also expressed depression because autocratic manufacturers demanded just that sort of thing—aping their successful competitors in form and word—and I hinted that another cause of such copy work was that the salaries paid to copy writers were so low that as a result brains worthy of creating copy for publication in $50,000 or more dollars' worth of space were not commonly being employed in that vital work.

Naturally, the conventional copy writer browses over the magazines to see what does the trick for other advertisers, and conscious or subconscious plagiarism of ideas is the sad result about which Mr. Calkins complains.

Simultaneously with the appearance of Mr. Calkins' article in ADVERTISING & SELLING there also appeared in the same publication an article by Mr. R. M. Blankenbaker, entitled "The Golden Age of Copy Writing—a Reply to W. R. Hotchkin's Article, 'What Price Brains in Copy,'" in which he took that author sharply to task for hibernating in a cold, dank, musty old cave—a cave in which he thinks I crawled some twenty years ago and in which I haven't seen the sunlight that has come to brighten the world of copy-writing in the two decades since my unrealized demise. Mr. B. makes fun also of my horn-rimmed "specs," which I have thought it good form to wear since that style did so much for Harold Lloyd.

Now Mr. Blankenbaker performs a vital function in one of the agencies for which I never fail to cheer; and if I am really a reincarnation of old Diogenes, poking around with my stick to find worthy copy on which to spend millions of advertising dollars, why should my doddering words make him so peevish in some spots and tickle him into such raucous merriment in others?

Surely the harmless little tennis ball that I threw among the puppies didn't hit *him!* Most definitely Mr. B.'s agency—and, shall I say twenty-five others?—does not belong in the picture of my criticism; but there are so many careless—or shall I say blind?—advertisers that many hundreds—some say more than a thousand—of other agencies exist, and employ hundreds of copy writers, who provide the messages upon which many millions of dollars are spent by hopeful advertisers.

MR. BLANKENBAKER'S paternal ancestry has been unkind to him. He deserves a revised nomenclature; for in his article he is a most optimistic *Golden*baker. He not only paints the lily of advertising production; but he also lays a heavy plating of gold on the base metal that rewards most advertising copy-writers. I am glad to know that the gentleman of the pale ancestry will prove so golden to his posterity. Such exceptions to common practice only prove the rule. The president of another agency has written about his luxurious emporium, in which *five* copy-writers are employed, each of whom enjoys emoluments exceeding ten thousand dollars a year. Certainly such a state must forever be the dream of heaven to many thousands of copy-writers who never hope to attain such opulence in life.

Of course, I suspect that those copy-writers are principals of the organization and that there are many valuable by-products of their time; yet one is glad to know that actual copy is written by people so handsomely rewarded.

SPEAKING, as I do, for the *sans culottes* of Greenwich Village who maintain an artistic existence by prostituting their art to commerce, and for some hundreds of other copy-writers—in which, as a reward for labor, I have been abundantly confirmed by the many letters received since my article appeared—I continue to maintain that six thousand dollars a year is the common level of pay for copy-writers who are not principals of an agency. While my own surprise was no smaller than that of Mr. B. to discover the mathematical error that showed $4 as the average cost of a piece of copy, I hasten to explain and to correct it. I had first written the article in the blind optimism that five pieces of copy would be a good day's work in a labor-saving agency; for every retail copy-writer must do at least his daily dozen of such pieces to hold his job. But reconsideration caused me to cut down the daily agency output to three pieces, in order to be reasonable to the higher order of things there. Being suddenly called from my editing, and having a ticket for the South the next day, I unguardedly mailed the article without changing the other figure of $4 per copy unit to the more munificent figure of $6.67, which is better mathematics; but which does not even now seem to be a flattering price for the vital Message that is to be placed in a gown (drawing), costing several hundred dollars, as the hostess of a reception on which $50,000 is to be spent (price of the space bought).

Mr. Blankenbaker wields a noble cudgel in defense of the good advertising that he sees in magazines; but, my dear Don Quixote, I adore good advertising as much as you do, and I am proud of my craft because there is so much of it that is splendid. But we are called upon to

[CONTINUED ON PAGE 51]

With the exception of two Saint Louis newspapers ∾ ∾ THE DES MOINES REGISTER-TRIBUNE led *all newspapers in the Mississippi Valley* in National Advertising lineage in 1926

National Lineage
DES MOINES REGISTER AND TRIBUNE
(Evening and Sunday—not including Morning)
YEAR 1926 - 3,620,870 LINES
YEAR 1925 - 2,919,317 "
INCREASE - 701,553 "

The Inside Story of a Successful Merchandising Campaign

An Interview with

Leon S. Paletou

Manager, Miniature Lamp Sales, Westinghouse Lamp Company

THE usual method of distribution in this country is that of selling or distributing merchandise to retail dealers through wholesalers or jobbers. This jobber-dealer system of distribution offers advantages important to almost any line of merchandise, but particularly so to a product such as incandescent lamps; staple articles, purchased much as the housewife buys a loaf of bread or a pound of sugar. All Mazda lamps are made to conform to the same standards of quality, agreed upon by the manufacturers. Therefore the manufacturer who has the greatest number of effective distribution points stands the best chance of selling the greatest number of lamps.



It is difficult, however, for the manufacturer to convince dealers that the very fact that incandescent lamps are widely distributed and can be bought by the customer on a moment's notice almost anywhere makes it necessary for him to keep the product in the foreground, so that customers will be reminded of their need for lamps and will buy them at once.

Another difficulty in the path of securing cooperation from the retailer is the low price of incandescent lamps. The dealer often takes the attitude that the sale of a single lamp is a comparatively small transaction, and that he has many other things to sell on which he makes more money each time. Particularly is this true of automobile accessory dealers and of service stations handling automobile lamps.

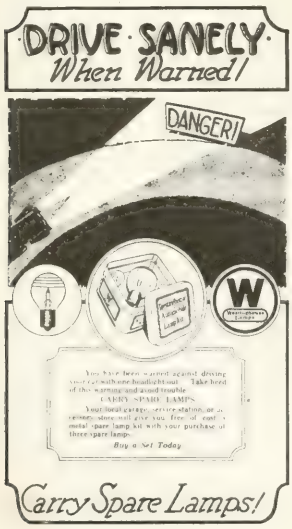
To make the sale of miniature lamps a bigger transaction for the dealer, the Westinghouse Lamp Company recently designed a "three-lamp kit"; a lithographed square tin container designed to hold three lamps and to serve as an emergency kit. The dealer is supplied with a number of advertising displays pointing out to the automobilist the danger of night driving without extra lamps.

The jobbers and dealers accepted the three-lamp kit, and its basic idea of selling three lamps at a time instead of one, with apparent enthusiasm; and then proceeded to sell the new kits on the same basis as they had sold lamps previously: when they were asked for.

It was decided that the remedy lay in proving to the retailers and jobbers that the public would buy the three-lamp kit if it were sold to them properly; and finally the company determined to inaugurate a campaign for promoting the sale of miniature lamps and kits, selecting one wholesaler and his territory at a time, and using every available means for interesting the public.

A wholesaler in Akron, Ohio, had for some time been steadily losing ground on his miniature lamp sales, so it was decided to run the campaign for his benefit. This whole-

[CONTINUED ON PAGE 66]





"TELL AND SELL THE MERCHANT — AND HE'LL TELL AND SELL THE MILLIONS"

TRUE TALK

From an article in PRINTERS' INK

ESPECIALLY true in our field — the department and dry goods store market. The merchant is at all times eager to know more about the lines that can help his business. If you have such lines, give him the good news. Unless you expect to skip him in your selling effort, don't leave him out when you plan your advertising.

"CONSUMER acceptance, or even consumer demand is not sufficient in itself when the dealer is not thoroughly sold on the goods—or when he becomes unsold. * * * * These incidents indicate that the dealer is becoming more and more conscious of his power. They also indicate that he knows that quality comes before everything else as the cardinal principle in his buying as well as in his selling."

THE prestige and sales-promotion of "the best store in town" can work powerfully in your behalf—if you take the trouble to interest that store. We offer you merely the means of making direct contacts with many thousands of "best stores"—and will gladly give you logical reasons for doing this first job first.

The Economist Group

(Offices in Principal Cities)

DRY GOODS ECONOMIST
DRY GOODS REPORTER DRYGOODSMAN

The most effective, most economical way to reach and influence dry goods and department stores

INDUSTRIAL ADVERTISING and SELLING

This department is devoted to discussions and news of particular interest to industrial advertisers. Other articles that apply to both industry-to-industry and manufacturer-to-consumer marketing will be found elsewhere in the issue.

Ohio Clubs Hold Meetings

THE January meeting of the Industrial Division of the Cleveland Advertising Club, held on Jan. 7, was devoted to a discussion of the practical problems of advertising production.

Four speakers discussed the following subjects: "Selecting the Paper," "Art Work," "Engraving" and "Printing and Typography."

The second meeting of the Cincinnati Association of Industrial Advertisers was held at the Hotel Gibson, Wednesday, Jan. 19.

Forty-six sales and advertising executives were present, and fifteen new members were signed up. This makes a total of 40 members since the start from scratch on Dec. 18.

Dr. Felix E. Held, professor of business organization and economics at Ohio State University, gave a very interesting and instructive talk on "Profit or Loss in Business Communication."

• • •

Cooperative Course Given at University of Pennsylvania

A GENERAL course dealing with the selling aspects of business should give the proper attention to the subjects of Industrial Selling, or at least recognize its existence and importance. Recognizing the growing importance of this subject, the merchandising course of the Wharton School of Finance and Commerce this year, with the cooperation of the Eastern Industrial Advertisers, devoted a period of two weeks to this work. This plan as carried out for the period was as follows:

Week of January 3 to 7

1. A lecture was given to the entire merchandising class, consisting of about 270 students. This lecture was given by Mr. Malcolm Muir, vice-president of the McGraw-Hill Publishing Co., Inc., on the topic of "Industrial Selling."

2. The quiz sections, which consist of approximately twenty students each, were conducted by various members of the Eastern Industrial Advertisers. At this time the students were presented with the particular industrial selling problems which the respective industrial firms were confronting.

Week of January 10 to 14

3. In place of the regular lecture and the first quiz hour, each student visited one industrial firm. During this visit the student not only had an opportunity to go through the plant but had explained to him the distributive and sales plans as worked out by the respective firms. It is the latter phase that was given the greatest emphasis.

4. The individual quiz sections were again conducted by the same members of the Eastern Industrial Advertisers that held the classes the first week. During this quiz hour, since the students had already had a lecture on Industrial Selling, a particular industrial selling problem and its solution, and a trip to an industrial plant, the time was spent in answering certain questions asked by the students and discussing the entire subject of Industrial Selling and its divergencies from the selling and distributive problems of firms that ultimately sell to the consumer.

In addition to the above schedule of work, students taking the merchandising course were invited to attend the regular monthly meeting of the Eastern Industrial Advertisers, which was held on the campus of the University on the evening of Jan. 14. Although their attendance was not compulsory, there were about fifty members of the class that availed themselves of this opportunity.

• • •



Courtesy Hercules Powder Co.

Transporting explosives in India

BUYING MOTIVES OF INDUSTRY

A RECENT trade investigation disclosed some information of interest to manufacturers whose products are bought by mines and quarries.

Nine thousand questionnaires were mailed. Complete replies were received from about 2 per cent of that list.

Service seems to be the factor of greatest importance to executives in making their decision when purchasing lubrication oils. More than half of those who answered stressed this fact. Price is next in importance; this was mentioned in 40 per cent of the replies. Of those who answered, 22 per cent said their choice was controlled by specifications.

Sixty-four per cent of the executives reported that they have noticed advertisements of concerns marketing lubricating oil for industrial purposes; 15 per cent said they never notice such advertisements. Slightly more than one-quarter of those men who notice oil advertisements reported Vacuum Oil Company's advertising interests them most; Standard Oil ranked second and the Texas Company third.

The following list of officials in various instances influence the purchases of oil: president, general manager, general superintendent, superintendent, assistant superintendent, master mechanic, purchasing agent, chief electrician, chief mechanical engineer, power engineer, production engineer, department of mechanical engineering, heads of different departments.

• • •

Warren J. Chandler

President—Eastern Industrial Advertisers



I WAS born in Philadelphia, of Quaker stock, over forty years ago. Circumstances compelled me to start at the bottom rung of the business ladder with only the background of a grammar school education.

For eight years I had a most colorful as well as educational experience as a salesman on the road for Thomas Meehan & Sons, nurserymen at Germantown, Philadelphia.

Do WOMEN *read the Cleveland Press?*

—ADVERTISERS MUST THINK SO!

Advertisers of ironing machines, washing machines, sewing machines, stoves, and vacuum cleaners *must* think The Press is the First Advertising Buy in Cleveland, for The Press published —in the 12 months of 1926:

—7500 more lines of *ironing machine* advertising than the daily Plain Dealer, more than the Sunday Plain Dealer, the Daily News and Sunday News COMBINED—

—48,146 more lines of *washing machine* advertising than the daily and Sunday News and the daily and Sunday Plain Dealer COMBINED, six times as much as the daily Plain Dealer, twice as much as the Sunday Plain Dealer, five times as much as the daily and Sunday News COMBINED—

—more *sewing machine* advertising than the daily and Sunday Plain Dealer COMBINED, twice as much as the daily and Sunday News COMBINED, more than the daily Plain Dealer, the Sunday Plain Dealer, and the Sunday News COMBINED—

—14,115 more lines of stove advertising than the daily and Sunday News combined, three times as much as the daily Plain Dealer, more than the daily and Sunday Plain Dealer—

—7,385 more lines of *vacuum* cleaner advertising than the daily and Sunday Plain Dealer COMBINED, three times as much as the daily and Sunday News COMBINED.



Here are the lineage figures for all Cleveland newspapers for the 12 months of 1926:

	Press	D. Plain	D. S. P. D.	D.News	S.News
Ironing Machines..	21,691	14,191	5,207	10,183	1,230
Washing Machines.	192,707	31,320	79,615	21,906	11,720
Sewing Machines ..	3,730	3,284	200	1,526	301
Stoves and Ranges.	20,997	6,959	12,049	4,133	2,749
Vacuum Cleaners..	35,609	20,165	8,059	9,777	440
Total.....	274,734	75,919	105,130	47,525	16,440

Press lead over Daily Plain Dealer.....198,815
Press lead over Daily News...'.....227,209
Press lead over Sunday Plain Dealer.....169,604
Press lead over Sunday News.....258,294

In these five classifications The Press published 29,720 more lines of advertising than the daily and Sunday Plain Dealer and the daily and Sunday News COMBINED!

Press Circulation Is Wanted
No Circulation Schemes
Ever Employed.

The Cleveland Press

NATIONAL REPRESENTATIVES:
250 Park Avenue, New York City
DETROIT : SAN FRANCISCO

SCRIPPS-HOWARD

ALLIED NEWSPAPERS, INC.
410 N. Michigan Blvd., Chicago
SEATTLE : LOS ANGELES

FIRST IN CLEVELAND — LARGEST IN OHIO

Following my work as a salesman, I was advanced to the position of advertising manager and served in that capacity for six years.

In the autumn of 1912 I entered the employ of the S. S. White Dental Mfg. Company, and contrary to the usual custom of advertising men, remained with this company for eleven years.

During that period I was business manager of their publication, *The Dental Cosmos*. It was at that time I realized the handicap I was under in having had but a meager schooling, and I therefore studied English and public speaking at the University of Pennsylvania.

In 1923 I secured my present position as advertising manager of the Lehigh Portland Cement Company. The past three years have been busy ones, endeavoring to make the cement advertising of this company most effective.

If other reasons are wanted for succeeding in business, I can point to a family of four active children, all aspiring to a college education, one already matriculating at Swarthmore College.

We all have our hobbies and mine is bridge, though I am not a Work or Whitehead.

• • •

ANY manufacturer who is finding it difficult to solve the problem of properly packaging his goods will find inspiration in the following news. A new crate, employing the suspension method of packing, filled with eggs, was dropped 2000 feet from an airplane traveling more than 100 miles an hour. Practically no breakages were reported.

• • •

Some Fundamentals of Direct Mail

By Homer J. Buckley

SOME industrial advertisers seem to confuse the two distinct phases of what is generally known as Direct Mail. One is a pure selling effort and the other is supplemental material—or at least it should be so considered—such as technical bulletins and complete catalogues.

You can't imagine a good salesman going into a plant and immediately reciting the foreword from the general catalogue; nor is he going to start his solicitation by reciting page one of Bulletin 1411. The selling part of the Direct Mail effort should be as nearly a duplicate of the personal selling effort as it is possible to make it, through a definite knowledge of the salesman's problems, and of the customer's needs.

Let's follow the course of a new salesman, and see just how he finally gets into the productive groove. The manufacturer schools him; he gets all the fine points of the product; or he may be a young man who has come up through the works, and has a complete knowledge of his company's product. When does he start to produce? Only



Etched by O. Kahler

after he has had a chance to make his customer's business *his* business—when he can talk the customer's language.

It should be as easy to put your Direct Mail selling effort on paper as it is to train salesmen to present your case properly, and both efforts should be absolutely coordinated. Obviously this cannot be done without a first hand knowledge of the salesman's job and of his prospects.

This brings us to the industrial advertising manager who insists upon handling every detail of work. If he keeps his head up so that he can look around, he will be able to do a better job of directing, of coordinating Direct Mail with the salesmen's efforts, than he can do if he relies entirely upon his own point of view and is too busy with actual production to make helpful contacts.

• • •

Efficient Trade Association Cooperative Promotion

Speaking before a recent meeting of the American Mining Congress in Washington, Thomas D. Brophy, sales promotion manager of the Anaconda Copper Mining Company, dwelt in some detail upon the successful trade development work which has been carried on by the Copper and Brass Research Association and its member companies. This significant statement on cooperative promotion sums up his discourse:

Stated briefly, it may be said that the domestic use of copper has increased in five years from a per capita consumption of about 7 lb. in 1921 to almost 15 lb. per year for every man, woman and child of our population. This result has not been achieved without great and continued effort. Not only has the buying public been conscious of the advantages of using copper, brass and bronze through advertising and publicity, but the closest cooperation has been maintained with manufacturers in hundreds of lines to insure the most effective use of our metals. Commercial research of a most thorough and comprehensive character has been and is being assiduously carried on, to the end that the great potentialities for copper utilization may eventually be realized.

"When Is a Special Issue Justified?"

By Malcolm Muir

THE publisher who is conscientiously striving to help the fields he has elected to serve, would defeat the very things he aims to accomplish if he discounted the importance of special issues. He would also fail to measure up to his responsibility if he countenanced special issues published without rhyme or reason. Special issues will always be with us who are striving to promote industry, for the following reasons:

1. Coordination with the field's outstanding convention and exposition, for the benefit of subscribers who cannot attend and for the memory checking of those subscribers who do attend. These issues are referred to as Convention Issues.

2. When apprehensive editors set the need for dramatic demonstration to cope with a psychological or physical situation that tends to check the progress of the industry. Such issues are generally called Special Service Issues.

3. For perennial review, charting and tabulation of the industry's past progress and pointing out the course of future developments. Such issues are generally listed under the heading of Statistical and Review Issues.

There is a difference between justifying a special issue and publishing a special issue which is justified. One is apt to be an alibi; the other is certain to be a service. In other words, the above reasons cannot be used to justify a special issue unless they are conscientiously interpreted.

Size is a factor which the advertiser should demand rather than combat. And he should also demand that the special issue fulfill its obligation of reader service.

The Success of Negligible Failures

"Here is a complete description of our failures for the year 1926" is the only sentence that appears on the first page of a four page circular just received from the Hardinge Company, Inc., 120 Broadway, New York. The following three pages are blank—with the exception of a return address and the following brief note in 8 point type at the lower right hand corner of the third page:

"Every installation of our various devices has been a success. So much so that we expect next year to be by far the best in our history."

There are then listed five of the company's products and the addresses of its main office and branches.

This stunt recalls memories of Elbert Hubbard, but it is still effective as evidenced by the fact that the purchasing agent of a large corporation was sufficiently impressed to forward the circular he received to us, accompanied by a suggestion that we make a note of the idea.



"It's from the American Machinist Advertising Section we get most of our ideas for new equipment."—Automobile Shop.

"Your advertising section keeps us in touch with the latest developments." — Supt. Agricultural Implement Mfr.

"I read your advertising section to keep up to date." —Supt. Copper & Brass Works.

"We use your advertising section to keep abreast of the times." —Supt. Motive Power R.R. System.

"The American Machinist is of inestimable value because of the advertising it carries."—Gen. Supt. Steam Shovel Mfr.

These are a few typical comments from the book of 600 letters of shop executives testifying to the value of the American Machinist advertising pages.

These letters come from shops in every classification of metal-working industry.

And the book itself is typical of American Machinist readers as a whole—typical of their status in the shop, of their enthusiasm for the American Machinist, and of the range of industry they cover.

American Machinist readers are the key men, the men who plan and buy, in a substantial majority of plants in every classification of metal-working manufacture.

American Machinist

A McGraw-Hill Publication-ABC-ABP

Tenth Avenue at Thirty-Sixth Street - New York

The 8pt. Page
by
Odds Bodkins



THE idea of being a millionaire has never appealed to me strongly, I have never even considered the desirability of being a multimillionaire. But my financial peace of mind has been wrecked.

The other evening I attended a lecture in the Engineering Building, in New York, with my brother, and he asked me if I had ever seen the Carnegie tablet in the lobby. I admitted that I hadn't, so he led me to it. There in bronze was a message addressed:

To the
American Society of Mechanical Engineers
American Society of Mining Engineers
American Institute of Electrical Engineers
and the Engineering Club

It will give me great pleasure to devote say one and a half million dollars to erect a union building for you all, in New York City.

With best wishes,
Very truly yours,
Andrew Carnegie.

March 14, 1904.

Henceforth I shall never be satisfied with anything short of enough millions to use that word "say" in connection with a gift of a million or so to something or other!

—8-pt—

Now I suppose all the "class" publications will discover that the bulk of their circulations is on Park Avenue, New York. And the mass media will discover that there are eighty-six Sweeneys on Park Avenue between Forty-sixth and Seventy-third Streets. This sudden focusing on Park Avenue will be due to the statement given out by the Park Avenue Association, Inc., last Friday.

According to this statement, which is said to be based on statistics and careful estimates, Park Avenue spends $280,000,000 a year, as follows:

Amusements, theatres, cabarets	$5,000,000
Art galleries and antiques	15,000,000
Automobiles	10,000,000
Auto renting	1,000,000
Candies	2,000,000
Charity	5,000,000
Drugs, perfumes, etc	4,000,000
Electric appliances	2,000,000
Flowers	3,000,000
Foodstuffs	20,000,000
Furniture, decorations, rugs, etc.	15,000,000
Furs	16,000,000
Garaging	5,000,000
Gift things	5,000,000
Glass and china	2,000,000
Hairdressing and beautifying	4,000,000
Hardware	2,000,000
Jewelry	20,000,000
Laundries and cleaners	3,500,000
Leather goods	2,000,000
Linens, laces, etc	5,000,000
Men's shoes	2,000,000
Men's tailoring, haberdashery, etc	15,000,000
Millinery	7,000,000
Moving and storage	1,000,000
Music, pianos, etc	2,500,000
Real estate (rentals)	18,000,000
Restaurants and catering	10,000,000
Stationery	2,000,000
Traveling, foreign and domestic	15,000,000
Women's shoes	4,000,000
Women's wear	50,000,000
Yachts	7,000,000
Total	$280,000,000

The statement continues: "Park Avenue, between Thirty-fourth Street and Ninety-sixth Street represents a population of 4000 families, constituting a concentrated purchasing force in excess of $280,000,000 for comparative luxuries alone."

I confess to being interested in these figures; but I also seriously question them in several respects. However, figures have a way of being surprising, and perhaps these figures are accurate to a split decimal. . . . Anyway, they will probably serve to accomplish the Association's apparent purpose of establishing Park Avenue as New York's Luxury Lane.

—8-pt—

A fine piece of typography, this notice of the Dreicer & Company "final and absolute" sale.

A Very
SENSATIONAL EVENT

Being the Final and Absolute Sale of All the Effects of this Old Established House at Great Discounts

These very Especial Bargains are Representative:



For ONE HUNDRED Dollars

A square sapphire and diamond pinecone scarf pin. The stones above, without their setting, should appraise at more than the sale price.

A triangular locket, in black and white enamel, offered at a figure less than cost.

A red and green gold rosary cast, with chain, formerly priced at $180.

An amethyst drop with a diamond cap, the amethyst being of extraordinary size

For FIVE HUNDRED Dollars

A man's ring — a large sapphire in a platinum mounting. The sale price represents more than will be offered cost to us.

A diamond bandeau Lorgnon, valued at $750

A square men's and diamond wrist watch, exquisitely designed, offered at a sale price far below reproduction cost

For ONE THOUSAND Dollars

A collar of pale and Oriental pearls, priced previously at $1150

A diamond wrist watch of unusual shape, the stone closer being valued at the present sale price of the piece

A wrist watch jewelled with pale, sapphires and diamonds, offered at a sale price which is less than the cost to which it has been carried on our inventory

For FIVE THOUSAND Dollars

A lustrous pearl necklace of a ring and weighing 70 grains, worth, at present retail prices, approximately $7700.

A diamond and emerald link bracelet, to be sold at less than its wholesale cost.



And For TWELVE THOUSAND Dollars

A gorgeous pearl necklace of 93 perfectly matched pearls which weigh slightly over 300 grains—an investment really unique, since the pearls represent a wholesale cost of over this amount.

A diamond and sapphire brooch, the large sapphire weighing 7 1/4 carats, while the diamonds weigh 3.68 and 3.89 carats respectively. A very unusual opportunity

DREICER & CO. *Inc.*
560 Fifth Avenue, New York

Pearls *Precious Stones* *Jewels*

—8-pt—

"I would write you a letter if you opened a London office," writes B. W. M., who sat behind me in school many years ago in Newburgh, N. Y., and aided and abetted me in publishing the *"C" Class Gazette*, a miniature 4-page publication done on a Kelsey press. (I might mention that the *Gazette* was an illustrated publication, the illustrations being one of those black silhouette "speaker" cuts and a line cut of a cocoanut package.) And then B. W. M. goes on to spoof me:

"I'm going to open up an office in the Congo—in fact, I'm going to open up a chain of offices around the world. On a table in each office, at one end will be a copy of the *Congressional Record*, and at the other end the *"C" Class Gazette!"*

—8-pt—

This paragraph, from an address by E. St. Elmo Lewis before the fourth annual convention of the American Institute of Steel Construction, expresses a truth about markets that is all too often overlooked:

"People, after all, make trade. Their condition of mind, which governs their freedom of choice, is responsible for most business. A man with $10 in his pocket is often a better prospect than a man with $100. It depends on his state of mind."

Advertising is not merely printed salesmanship; it is often printed psychology, used to create the condition or attitude of mind which makes markets.

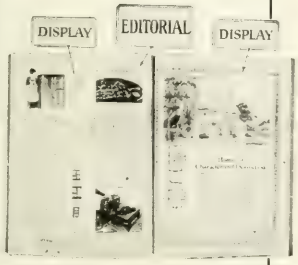
—8-pt.—

Even if Hesketh Pearson, who wrote "The Whispering Gallery," isn't an ex-diplomat and hasn't listened in on all the things he tried to make us think he had, but was only trying to "amuse" us, as he so naively admitted on the witness stand in London last week, I am inclined to think he wrote a shrewd truth when he set it down (on page 79) that "the majority of self-made famous men achieved their eminence by virtue of their excessive ordinariness, by the extremity and intensity of their reactions to the commonest impulses; and that the rest of them, those who were born eminent, attained whatever popularity they possessed by their defects rather than their finer qualities."

—8-pt—

Well, Mrs. Bodkins persisted until she got a ticket for "Turandot," so the Metropolitan Opera Company's black pussy publicity won out after all!

THE HOUSE BEAUTIFUL ADVERTISING RATES ARE BASED ON 80,000 NET PAID (A.B.C.) YET ADVERTISERS GET AN ACTUAL CIRCULATION OF 90,000



Egg-Chicken Priority Dispute Still Rages!

But reading matter admittedly is the beginning of magazines. Reading matter is the magnet that draws circulation and—

Circulation is the magnet that draws advertising. In The House Beautiful this double magnetic force is joined for—

The benefit of its readers and—the profit of its advertisers! For instance:—

Steadily increasing circulation proves editorial appeal. This reader's interest is applied directly to the advertiser's advantage because—

Each advertisement in The House Beautiful faces or adjoins reading matter.

No buried "ads"—no bulk advertising pages—but interesting text and instructive advertising side by side on every spread from cover to cover (double page displays excepted).

Your advertisement is entitled to space alongside reading matter. Are you getting it? The "flat" type of magazine was designed to provide such position.

The current advertising rates of The House Beautiful not only guarantee you space alongside reading matter—*a premium value*—but based on 80,000 net paid (A.B.C.) rebate-backed and guaranteed they also give you an actual circulation of 90,000.

Buy on a rising tide and secure the benefit of maximum visibility—bonus circulation and assured reader's attention.

THE HOUSE BEAUTIFUL PUBLISHING CORPORATION

A Member of the Class Group

8 ARLINGTON STREET BOSTON, MASS.



PEANUTS AND PRINTING

Down in Suffolk, Virginia, the palate-tickling Planters Salted Peanuts are grown, shelled, salted and placed in their glassine bags.

* * * *

Many advertising men know that, although, perhaps not so many know that the company has its own printing plant—

* * * *

A plant capable of producing the attractive four color insert which appeared in February DRUG TOPICS.

* * *

EATS AND DRINKS

Other drug store soda and fountain favorites advertised in the same issue included Jackie Coogan Salted Peanuts, Reed's Butter Scotch Patties, Green River, several leading Malted Milks, Coca-Cola, Reddy Chocolate Syrup, Bovril Consomme and Ice Cream.

* * * *

NOT ALONE BY BREAD DO WE LIVE

Rio Rita—oh boy—here's inspiration in volume for any jaded copy writer who must wrestle daily with "The Skin You Love to Touch" slant—

* * * *

Our ad man returned from this beauty class with a gleam in his eye and a will to win.

* * * *

NUMBERS THAT TALK

DRUG TOPICS was honored with orders totaling 3341/2 pages of advertising during January—

* * * *

Advertising contracts we mean, not merely insertion orders.

* * * *

Practically every section of the country was represented, as well as practically every type of product sold in the modern drug store—not to mention drug store equipment and supplies.

* * *

DRUG ADVERTISING GEOGRAPHY

One of these orders covered the advertising of Sheaffer Pens (Iowa). Another was for Lux Toilet Soap (Cambridge, Mass.). Still others outlined schedules for True Story Magazine (New York), Williams Greeting Cards (Tennessee), Miller Rubber Goods (Ohio), Nashua Package Sealer (New Hampshire).

* * * *

And over one hundred additional companies (including a lot of national advertisers), similarly scattered both by distance and diversification of product.

* * * *

GRATUITOUS COPY IDEA

(Featuring intellectual appeal): "Any girl who uses our rouge will be well red."

* * * *

THE CHINA SHOP BULL STEPS ASIDE FOR THE DRUG STORE MOTORCYCLE

Would you think DRUG TOPICS ad pages could sell motorcycles? We didn't—but the makers of Harley-Davidson Motorcycles insisted we could. And, doggone it, they were *right!* The Harley-Davidson Motorcycle has chug-chugged over the pages of DRUG TOPICS into drug store popularity.

* * * *

Six months before the company's DRUG TOPICS advertising started, no Harley-Davidsons were being sold to druggists.

* * * *

Shortly after the campaign got under way, six to eight motorcycles were sold to drug stores every week.

* * * *

Probably more, because this count merely includes those druggists sending in registration cards. Of course, branch offices made drug store sales, too—and failed to report them!

* * * *

"On Results"—Harley-Davidson has just renewed for a full schedule.

* * * *

Funny thing, too, they want us to go after more motorcycle advertising. They wisely know that the oftener these distance annihilators are featured in our pages as aids to drug stores, the better it will be for *all* members of the motorcycle family. That's another (steel) horse on us!

* * * *

FROM A DRUGGIST'S DIARY

"As she mingled her Cutexed fingers with my Stacombed locks, I pressed my Mennened cheeks against her Djer-Kissed lips."

* * * *

CLASSIFIED COLUMNS AS CLINICAL THERMOMETERS

Want ads *have* to pay! Convention oratory about "Standing and Prestige" fails dismally to impress the classified advertiser who wants immediate results—and fails to get them.

* * * *

DRUG TOPICS has consistently carried F. V. Kniest's classified advertising. Mr. Kniest is a Registered Pharmacist in Omaha, Nebraska, who specializes in selling drug stores and furnishing drug stores to prospective buyers throughout the United States.

* * * *

"I would not have continued advertising in DRUG TOPICS since your publication started if it were not for the results enjoyed," candidly states Mr. Kniest.

* * * *

Which is a dollars-and-cents epistle to every advertiser and advertising agent interested in creating the greatest number of drug store sales in the shortest possible time.

* * * *

HEAD WORK

What was a "white plague" to many has succumbed to hair dye.

* * * *

DOES SHE PULL

Believe it or not—Bob Vansant of Van Ess Laboratories, Chicago, told us the other day that between January 8th and 23rd his full page ad in January DRUG TOPICS pulled over 220 inquiries from druggists, selling over $600.00 worth of Van Ess, with the tidal wave of inquiries still engulfing his desk when he left for the East.

* * * *

WHO'S GOING TO GET THE BREAK?

Tip to soap makers: A recent investigation by a New York advertising agency showed 690 toilet soaps now on the market. In competition of this kind, the druggist can be a big help to some of the 690—if they play him right.

* * * *

The circulation manager just blew in; says he wants "in" on this corner to "point with pride" that while he guarantees 51,000 copies March DRUG TOPICS—his print order to cover actual requirements is several thousand larger.

* * * *

Is it out of the way to say this is the largest circulation ever achieved in the drug field?

* * * *

Think it over—and keep on thinking of DRUG TOPICS—Whether it's because you want to know how many electric fans are sold annually by the corner druggist—

* * * *

Or because you feel impelled to contribute a gem or two to "believe it or not."

* * * *

Drug Topics

The National Magazine of the Drug Trade

TOPICS PUBLISHING CO., Inc.

Also Publishers of
WHOLESALE DRUGGIST.
DISPLAY TOPICS.
DRUG TRADE NEWS

291 Broadway, New York
Atlanta Chicago St. Louis
Boston Cleveland San Francisco

De-Bunking Foreign Salesmanship

[CONTINUED FROM PAGE 20]

hours sample cases in hand, call on two or three, chat a few moments with each, and return with orders on their books as the ship's siren was blowing for departure. But these were old customers and visited once a year or once in two years. Very likely the salesman talked a bit about the state of business, or inquired solicitously as to the health of Mrs. Prospect and all the little Prospects, but his sample case was to the fore, much in evidence, and Mr. Prospect realized that time was short. The point is, orders were taken in a hurry.

Doubtless what our friendly advisers really intend to say is that the rough-neck American "peddler" has no place in foreign selling. That is a job for men who by training, if not by instinct, are not only courteous but adaptable to all personalities and all temperaments, who have at least a passable veneer of the gentleman of breeding. The ballyhoo artist, anciently famous "on the road" in this free and easy land of ours, and still unfortunately popular in some sections of the Pan Handle, is not popular in London or Buenos Aires. Our foreign salesmen must have breeding, or a good imitation of it, and (here comes in the essence of that old advice) must be intelligent conversationalists. If I am selling a gross of files to a little hardware dealer in Paris, somewhere out near the *Place de la République*, it does not much matter what I know about French history or politics, but if I am cultivating a large wholesale distributor, while I may quite properly manifest ignorance in inquiring whether the *Rue Edouard VII* was so named because of some act of King Edward or merely through French admiration for him, still I have got to know who *Edouard VII* was, and I really ought to know whom, or what, *Haussmann*, *Wagram*, *Gambetta* commemorate.

But—lest we forget—breeding, education, address, tact and personality, still less complete familiarity with ocean bills of lading and marine insurance, never yet, by themselves alone, sold goods either at home or abroad, and to sell goods is usually the main reason why we hire foreign traveling men. The salesman must push and hammer with no less aggressiveness abroad. He can't talk poetry, politics, or scandal and thereby get worth-while orders. He can't don evening clothes and frequent the clubs with what he fondly hopes are prospects and expect to turn them into customers unless he pushes them hard for orders, those reluctant orders, and brings into play every phase of sales persuasiveness, in no matter what country.

WHEN begin to hammer? That's quite another question. That depends on the conditions and circumstances in each individual case. But now we are talking about the advice we get by no means to talk business at first. My own experience is that large business men, whether Latin, Teuton, Slav, or Anglo-Saxon, are clever as well as intelligent; otherwise they would not be large. Further, that they want some excuse for the intrusion of

THE ERICKSON COMPANY

Advertising

381 FOURTH AVENUE, NEW YORK

If you want to know about our work, watch the advertising of the following.

BON AMI
CONGOLEUM RUGS
VALSPAR VARNISH
GRINNELL SPRINKLERS
McCUTCHEON LINENS
PETER SCHUYLER CIGARS
ANSCO CAMERAS AND FILM
COLUMBIA WINDOW SHADES
TARVIA
DUZ
WOODTONE
HAVOLINE OIL
WALLACE SILVER
THE DICTAPHONE
BARRETT ROOFINGS
NAIRN INLAID LINOLEUM
COOPER HEWITT WORK-LIGHT
TAVANNES WATCHES
BONDED FLOORS
NEW-SKIN

What we've done for others we can do for you.

Member of the American Association of Advertising Agencies
Member of the Audit Bureau of Circulations
Member of the National Outdoor Advertising Bureau

The Powers-House Co.
Advertising

HANNA BUILDING
CLEVELAND, OHIO

ADVERTISING at times accomplishes business miracles—but no man can guarantee them in advance.

Advertising is only one member of the sales-team. It can't carry through without team-work.

No one outside your business can guarantee results because no one outside your business can guarantee the necessary team-work.

Select your advertising counsel not on the glitter and allure of its promises but on the calm, cold facts of its performance. Scrutinize its record of client-connections and the *length of each.* Buy *facts*—not *hopes.*



the travelnig salesman, otherwise he is an intolerable impertinence. What other excuse is there than business? The pleas that one has come thousands of miles to "study business conditions" or to "get information" do not appeal convincingly to the large business man who has some grave problems of his own to wrestle with and no ambition at all to pose as an information bureau or a home for the friendless. What he really wants more than anything else in the world is to be shown how to make more money.

HOW then to introduce this delicate subject of business with these foreign prospects who are represented to be of such tender susceptibilities, whom all of us acknowledge to be more deliberate and possibly more dignified than similar types in the United States? Well, there is one thing that is usually forgotten by the average foreign traveler: the fact that he is introducing his house as well as himself. What, if anything, does the prospect know about his house, and isn't it reasonable to suppose that before he will contemplate doing business with it, he will have a rather keen interest in learning what sort of a house it is? Accordingly, I suggest that in those cases where it seems necessary or desirable to proceed somewhat diplomatically before arriving at talk of samples and orders, the preliminary conversation with a new acquaintance be made to revolve around this question: Who and what is the house that is presented?

Permit me a personal reminiscence. The biggest, richest and most important house that I ever acquired as a client in the days of long ago when I was trying to sell American goods around the world, a concern that ranks as first, or next to the first, in four or five different countries of the world, was thus secured. I was met most politely by a junior partner who fingered my card and dispassionately remarked, "I don't see what you can do for us."

"I have an idea that we may be able to do several things for you," I replied. "But before we begin to talk business I want you to know that my house was established in 1817, and that's pretty old for an American firm, isn't it?" The Englishman grinned and generously admitted that it was, and for a firm of any nationality.

"Then," said I, "you will probably want to know about our responsibility and character before you consider any business of importance with us. If you will send around the corner to the So-and-So Bank you will find that Mr. Smith, the manager, has received information on that score from his home office, and after that I shall feel much more at my ease in talking with you, while perhaps you will not feel that you are wasting your time in receiving me tomorrow."

Was that a good approach, combining dignity and deliberation with a distinct introduction to business? At any rate, it worked. And whether or not the illustration is worth anything, *per se,* there is a moral in the tale that ought to be more commonly appropriated by exporters. It is that it is a highly desirable adjunct to sales efforts in any and all foreign markets to have authoritative information about your house on file and open to immediate access by interested parties in all places where you hope to secure large people



CLIPPED WINGS—the story of an aviator who had been the comrade of war too long to adjust himself easily to peace, written only as Elliott White Springs can write.

You probably recall Captain Springs—one of the leading characters in "War Birds." McCLURE'S discovered this new author, published his first two stories, and now "Clipped Wings," his first novel, starts in the February issue.

Such editorial material will of itself increase circulation, but, when you tell 25,000,000 readers through newspaper advertising about stories such as "Clipped Wings," circulation literally jumps ahead.

That's what McCLURE'S is doing. That's one reason why more and more big advertisers—

include McCLURE'S!

The New McCLURE'S
The Magazine of Romance

R. E. BERLIN, *Business Manager*
119 West 40th St., New York
Chicago Office, 360 N. Michigan Ave.

Deliver your message where selling costs are lowest!

IN THE practice of economical selling it is not only necessary, but vital, that greatest effort be concentrated upon the urban centers of population. Your advertising in The Shrine Magazine goes to the heart of the recognized low-cost sales areas.

A brief statement of distribution by population groups:

Population Group	Shrine Circulation
Under 2,500	68,340
2,501 to 5,000	47,270
5,001 to 10,000	84,790
10,001 to 25,000	107,205
25,001 to 50,000	63,147
Over 50,000	222,637
Canada	13,723
Total	607,112

The black and white page rate is $1,350—*$2.22 per thousand.* A detailed rate card—and other data—will be mailed upon request.

THE SHRINE MAGAZINE

1440 Broadway • New York
Phone: Pennsylvania 7827

CHICAGO
122 So. Michigan Blvd.
Phone: Wabash 6944-5

BOSTON
Little Building
Phone: Hancock 8086

HOTEL EMPIRE

New York's newest and most beautifully furnished hotel—accomodating 1034 guests

Broadway at 63rd Street.

ROOM WITH PRIVATE TOILET $2.50

ROOM WITH PRIVATE BATH $3.50

Topeka Daily Capital

The only Kansas daily with circulation thruout the state. Thoroughly covers Topeka, a midwest primary market. Gives real cooperation. An Arthur Capper publication.

Topeka, Kansas



as customers. It is easily enough managed by any reputable concern through New York, or other, international bankers. A reference to such information at a bank "around the corner" in the prospect's own city furnishes both a substantial basis for later negotiation of real business and a genuine excuse for a first call and ensuing conversation, whatever its character.

But, not to mention business? Ridiculous!

The Average Cost of Agency Copy

[CONTINUED FROM PAGE 22]

indirect method. These are three examples that come quickly to mind—dozens of similar instances could be cited.

Our copy was always based on a thorough understanding of the merchandise. If the data were not available, or if it were too matter of fact, too dry, too devoid of face-to-face details, the copy writer either made a quest for better information or engineered the investigation.

Were there any advertisements written at $4 per? Sometimes, no doubt, there were, if the actual time devoted to the writing was all that was considered. But no copy writer I ever knew was cooped up eight hours a day, forty-four hours a week, grinding out copy.

What about the time spent in getting familiar with the history of the business and with its policy; in talking with the trade and with consumers; in talking with the laboratory man, with the professional man? What about time spent in the plant talking to the superintendent, to the tool room foreman, to the experimental man; hours devoted to conferences with the sales manager, the advertising manager, the general manager, the president?

I have written a *Saturday Evening Post* page in two hours, but those two hours were the climax of years of close acquaintance with the advertised article, of days of policy discussion and hours of previous thought.

That a great many large advertisers are rated as advertising successes today is because a copy writer saw possibilities in them of development and gave them "plus" service, all out of proportion to the money actually spent for advertising. Many times this service involved thinking and planning for the advertiser outside of office hours and routine. Very seldom have I heard criticism or censure for putting too much time in on an account that was considered worth while.

In our own agency the copy hack has no place. All of our copy is all written by men in contact with the account. We don't believe successful copy can be written without knowing just about everything there is to know about the matter, and that takes in a whole lot of territory.

It is easy to understand where none of the twenty pieces would hit the mark unless the writer were in touch with the executives, the factory manager, the sales manager, the advertising manager, a typical jobber or two and typical dealers. There is always "something doing" with all of these mentioned factors, and often with many others, and we believe it essen-



Multiplying Readers and Reader Interest

THOUSANDS of textile mill superintendents, overseers, engineers and mechanics receive a monthly questionnaire covering current developments in machinery, operation, production, management, personnel, etc. All questions are based on articles in the preceding month's issues of Textile World.

In many mills these are being used as a basis for technical discussions in open meetings.

We believe that Textile World is exceeding all records for the most readers per unit of circulation.

Member Audit Bureau of Circulations

Textile World

Largest net paid circulation and at the highest subscription price in the textile field

Member Associated Business Papers, Inc.

334 FOURTH AVE., *NEW YORK*

Can you write "copy" to fill a window?

The periodical copy you are preparing may direct readers to let's say 3000 windows. Question: Do you know how to make the windows complete the sale? Can you prepare window material that will above all things BE USED? Natural advertising equipment — this ability with window "Copy." Basic principles for you in the

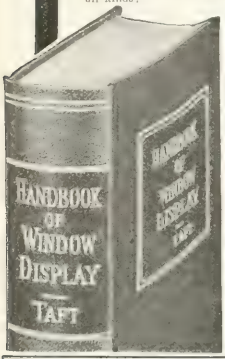
Handbook of Window Display

428 pages, 5x8, Flexible
$5.00

This is the first handbook to cover completely and authoritatively the entire subject of window display principles and practice. It is literally an encyclopedia of window-display plans, working methods, kinks and expedients, every one of which has been successfully tried out by well-known retail stores in every part of the country. It is THE one standard working manual for manufacturers who prepare "dealer help" material, display men, students of window-dressing, merchants and advertising men.

Some Important Features

—158 photographs showing windows of all kinds;
—48 drawings illustrating points in the text;
—the effective use of "dealer helps" — how these should be prepared and distributed;
—the value of motion in display; how to secure it;
—a separate chapter on the use of color in the window;
—discussion of the use of window and price-cards and how these should be prepared;
—selection and care of wax figures, etc.;
—a chapter on draperies;
—60 pages dealing with proper lighting of windows.



EXAMINE IT FREE

McGraw-Hill Book Co., Inc.,
370 Seventh Ave., New York.

Send me my copy of Taft's HANDBOOK OF WINDOW DISPLAY. I agree to return the book to you, postpaid, in ten days, or to send you $5.00 in full payment.

Name .....
Address .....
Position .....
Company .....

A. F. 2-9-27

tial for the copywriter to be in touch with all to handle properly his job of interpreting the advertiser and his product to the public.

In some recent article in ADVERTISING & SELLING I read of a practice of writing a large number of pieces of copy from which the contact man and the advertiser would pick two or three. This is a wasteful and unscientific procedure, and is not tolerated under our system. If the copy writer really knows whereof he writes, one piece of copy for each copy needed is all that is necessary.

After ten years as an agency principal, I still am writing most of the copy for the accounts I handle personally. I can't get away from it. How can I, when the presidents of nearly all these customers are as deeply interested in the advertising as the sales and advertising managers are? If they are interested enough to join the copy conference when the yearly and seasonal policies, are discussed and decided, if they are interested enough to spend time with me when they are in the city or have a lunch hour available, I should be interested enough to follow through. More often than not it is the president's character and characteristics that gives the advertising its sincerity, its virility, its real qualities of success when properly used by the writer.

Try and figure out the cost of the advertising written in this manner, and the $4 average annexes a cipher or maybe two.

I can hear the "comeback": "But your own experience is not typical." I rather believe it is. I have jotted down a list of copy writers I knew intimately a decade back. Ten are officials in agencies, half a dozen have prominent executive positions. One is president of a large corporation.

A good copy writer is, after all, merely a good business man with the ability to "sell" thoughts and ideas to others through the persuasiveness of his writing.

Time after time we hear the comment that the advertising pages of the average magazine are more interesting than the articles. Could this be possible if the writing were the work of mere pencil pushers?

I honestly believe that the advertising copy writer *as a class* is alert to absorb all the possible information he can get, to produce a story that will "create desire for possession of the goods advertised." The "hack" or "pencil pusher" is the exception and must be so considered when we generalize on the subject.

Convention Calendar

FEBRUARY 26-28—Eleventh District Convention of the International Advertising Association, Greeley, Colo.

March 10-12—Mid-Year Conference of the Financial Advertiser Association, New Orleans, La.

MAY 9-11—Semi-Annual Convention of the Association of National Advertisers, Detroit, Mich.

JUNE 26-30—International Advertising Association, Denver, Colo.

OCTOBER 19-21—Direct Mail Advertising Association, Chicago.

Access to a Steady Market

The advisability of advertising to a rural market is determined by two factors: the prosperity, or purchasing power, of the territory, and the means available for reaching this purchasing power.

The best indication of the prosperity of any rural territory is the percentage of homes owned outright. In the territory of the Southern Planter, 79.3% of the farms are free from mortgage, and the farmers are comfortably well-to-do, with steady incomes that are amply sufficient for all their needs. Also, consider that the last five years have seen the establishment of 25,000 new farms.

In the states of Maryland, North Carolina, and the two Virginias, the Southern Planter's circulation of 180,000 reaches one home in every three, twice a month. This support is a signal tribute to the editorial worth of the paper, and therefore solid proof of its worth as an advertising medium.

Your advertising in the Southern Planter goes before an attentive and responsive audience that has buying ability and buying inclinations.

The Southern Planter

Richmond, Va.

JAMES M. RIDDLE CO.
Chicago New York Atlanta
Kansas City San Francisco

The Gold-Plated Age of Copy-Writing

[CONTINUED FROM PAGE 34]

bring sinners, not the righteous, to repentance; and you should be fighting shoulder to shoulder beside Mr. Calkins and myself to try to get advertising of equal excellence and efficiency for *all* advertisers, lest times less prolific than we now enjoy may bring discontent and discredit upon all advertising.

And yet, I must remember that it is your job to be *better* than your competitors—to be a worker rather than a teacher; but you should, on your part, realize that old fellows like myself, who have no strings in our noses and who have no client obligations to sterilize our activities and words, come to possess the instinct of helpfulness for all. My lips need not now be "sewed up with pack-threads," for my avocation is also my vocation.

IN any public debate of advertising copy, you must forever hold a tremendous advantage over anyone who attempts to prosecute the unworthy advertisements. You may quote and display good advertisements without limit, while I may not produce or criticise bad advertising in public without great harm and embarrassment to the creators of it. I am also rather keen to take a thrust at the soul-crushing darbs in what you would probably indicate as our most ubiquitous billboard-by-mail medium. But you say "No fair, to judge advertising which appears in the medium where most advertising money is spent."

In our homely business we first attack the most costly wastes, and if I could have you in my private office for an hour, I could show you such advertising waste as would break the hearts of your ancestors for six generations.

But, without a toss of a coin I shall grant you the choice of your own weapons and present to you, mixed metaphorically, the picture of a full page advertisement which recently appeared in one of our most beautiful and best-loved monthlies:

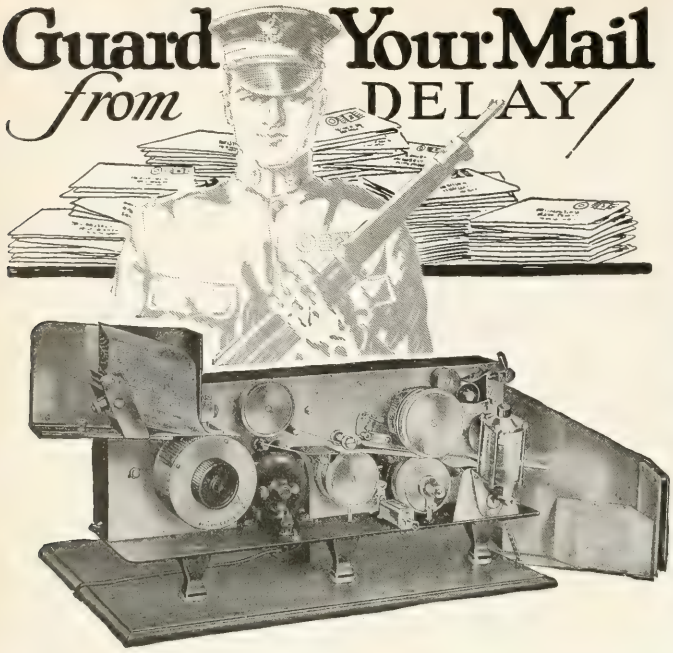
Here the artist (*sic*—omitting the *k*) rushes to a quite marvelous conclusion in nineteen (count 'em) dashes of his (her or its) impressionistic brush. The youthful effort really shows great promise when the child develops. If there had been less haste and the artist had not insisted upon using the handy whitewash brush, but had asked a neighbor for a one- or two-inch painter's dauber usually to be found in any cellar or closet, the result might have been quite extraordinary. Even if he (she or it) had taken thirty-six more seconds and added about four more dabs, the reader might have caught an idea of what it was all about. But the copy-writer—or was it the head of the firm—came to the rescue, in explaining the big idea to all whom it was worth while to cause to understand. For we must not appeal to the *sans culotte*. And these were the learned words of adulation, set in quite small Italics in four square inches of space:

> The luxury of line, the piquancy of striking pattern, may be expressed with equal felicity and allurement in painting or——

There you are! Pardon me for

why risk
a flop with a
one paper buy when
you can get
into Greater Detroit
market on both
feet with
two good media
there are *only*
two evening papers
in Detroit
and each has a
strong Sunday
that's *easy* tapping
in such a big
selling field

Guard Your Mail from DELAY



The U. S. Government is now detailing the Marines to guard all mail trains and so protect your mail while in transit. It is equally important to guard the preparation of your mail in your own office thru the use of the

STANDARD POSTAL PERMIT SYSTEM

and so protect yourself from all losses, annoyances and delays incident to the use of the ordinary adhesive postage stamp system of mailing.

Standard Postal Permit System Machine automatically separates, feeds, imprints stampmark, postmark, and cancellation marks in various colors of ink and denominations of postage; counts, seals, and stacks mail at the rate of 10,000 pieces per hour.

Standard Postal Permit System eliminates lost postage and labor of handling postage stamps, hand sealing, and cancellation of your mail at the Post Office. It is the most efficient and speediest way to mail; controls postage accounting; operates without rental or royalty charges. Try one on your own mail.

STANDARD ENVELOPE SEALERS— Seal, mail and count with maximum efficiency and minimum labor and maintenance expense.

STANDARD STAMP AFFIXERS— Affix postage stamps, precancelled stamps, stickers or labels five times faster than by hand

Send for free copy of booklet "How to Reduce the Cost of Mailing" which also explains the Standard Postal Permit System, or for folder "Reducing Costs by Modern Mailing Methods" describing all Standard Machines.

STANDARD MAILING MACHINES CO.

Agencies in principal cities. Service extended everywhere.

Boulevard, Everett, Mass.

Reasonably-Priced Field Investigation

Perhaps the outstanding feature of our local questionnaire survey service is its low cost (we use resident investigators which eliminates traveling expense). We cover 220 cities. Dealer calls $1.50; consumer calls 75c.

The Business Bourse

J. George Frederick, Pres.

15 W. 37th St. (Wisconsin 5067) New York

In London, Business Research Services, Ltd.

SPECIAL MECHANICAL DISPLAYS—

Designed for your individual products

Write for circulars of Mechanical Books, Start and Stop Revolving Tables.

CHESTER MECHANICAL ADVERTISING CO., Inc.

430 West 45th St. New York, N. Y.

omitting an identification of the proper nouns. Nothing proper is now being used in popular literature, so why identify the blushing parents? They may see dimples and features which they know and love, in this child of their brains. Mr. Blankenbaker claims quite a procession of parents for each brain child. As I write, Amos Parrish says: "Pity the child whose father is a committee. It isn't good manners or good biology; neither is it good advertising for a copy idea to have a flock of fathers. One daddy is enough for any copy idea. It is all right for a committee to decide what child to adopt after it is born—as some sororities do, but committee rooms, even with Early American furniture, aren't pleasant places for the obstetrical rites of a multi-parented copy idea."

Even too many cooks spoil the broth. When the Big Boss puts his finger in it, poor old Nebuchadnezzar's statue scandalously exposes the inevitable feet of clay, and you know what mamma did by trying that second dip on Achilles. The multiple birth of an idea tends inevitably to put a dog's head on Jo-Jo.

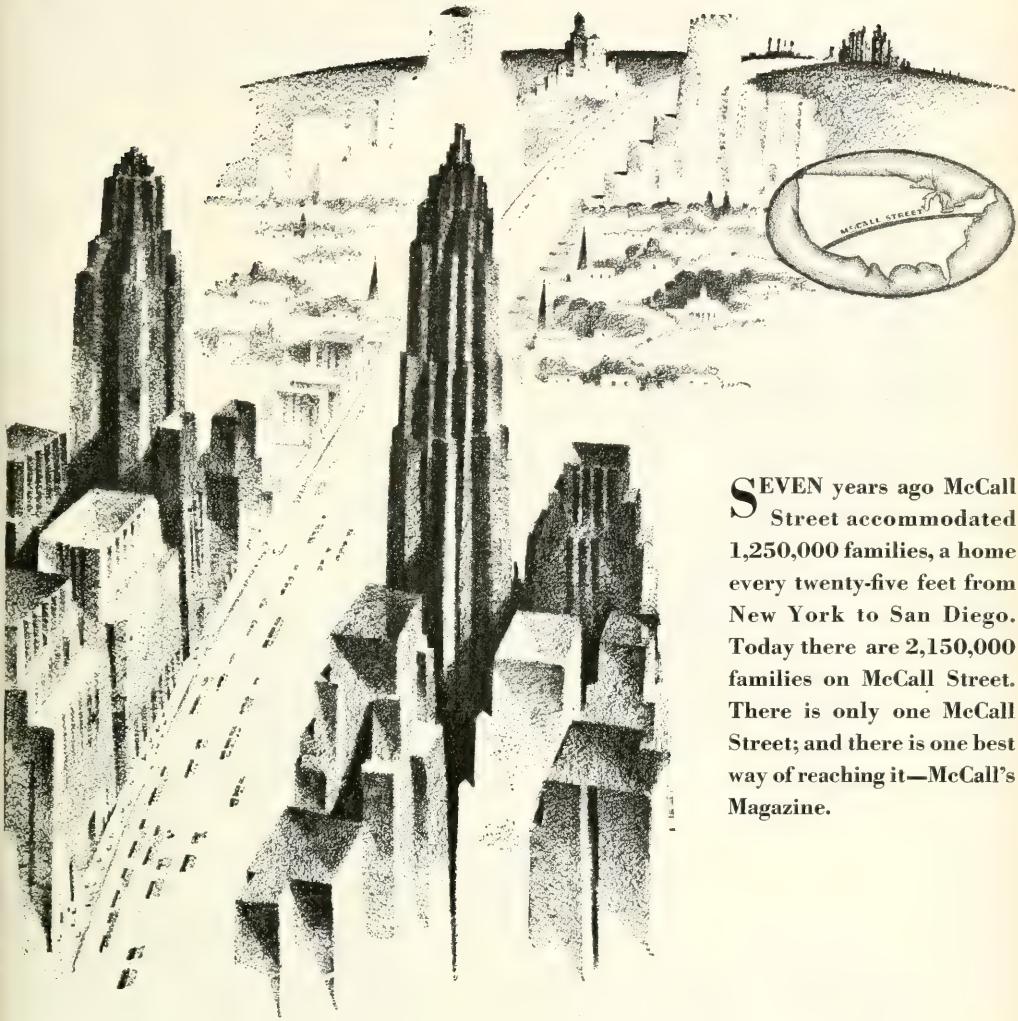
NOW let's go back to the cradle and look at the child a minute. Isn't that piece of copy as crystal clear as that old "Mene, Mene, Tekel, Upharsin," that gave such a thrill to Belshazzar's guests? But who shall be the Daniel who will volunteer to be town crier and let the lady readers into the teasing secret of what it is all about? How much of the commodity advertised will that copy sell? As Mr. Calkins would ask: "What have such words to do with creating desire for the goods, and would not that copy be equally good or banal applied to almost any other commodity?"

Mr. B. rather curdles the milk of his contention—creating much nourishment for my whole argument—when he admits: "The worst [piece of copy] I ever was blackjacked into using, etc." Why was Mr. Blankenbaker "blackjacked?" Because some meddler, higher up—perhaps the advertiser, himself—thought more of having copy written by an expensive somebody, than of judging the copy by its elements for selling the goods.

No, Mr. B., the Golden Age of copy writing is not here. Like Mr. Groundhog, you must be more conservative about announcing sunshine forever. Just because some warm rays have glowed upon your own head on the second day of February, beware of the First Day of April and its disillusionments. We must still look forward to the time when the copy department is not blackjacked; when Mr. Calkins has ceased to decry those "influences which blight advertising copy"—until fads and fancies, cheap imitation, and copy that is monotonous, banal, commonplace and trite, as Mr. Calkins names it, shall be more commonly displaced by copy written with knowledge of the merits of the goods, and the needs and desires of its prospective consumers, and with that wholesome imagination that truly and without exaggeration pictures the happiness and comfort that the goods will bestow upon possessors.

We glory in the golden days and in the fine percentage of splendid advertising; but we to whom that day's work belongs, find still before us hundreds of needy clients and many years of ceaseless service before your golden millennium may be anticipated.

This is McCall Street



SEVEN years ago McCall Street accommodated 1,250,000 families, a home every twenty-five feet from New York to San Diego. Today there are 2,150,000 families on McCall Street. There is only one McCall Street; and there is one best way of reaching it—McCall's Magazine.

McCALL'S
MAGAZINE

A Railway Age



18th Consecutive Year

March Daily Editions

March 8, 9, 10 and 11, 1927

Every 24 Hours

A Great Selling Force Multiplied 4 Times

FOR the eighteenth consecutive year the *Railway Age March Dailies* will serve the railway industry during the March Convention to be held in Chicago, March 7-10. This convention and exposition should be the greatest in the history of the American Railway Engineering Association, the American Railway Association—Signal Section, and the National Railway Appliances Association. Railway budgets indicate that approximately $1,350,000,000 will be expended in 1927 for additions and improvements to roadway and structures and for maintenance.

You can appreciate that publishing a business paper like the *Railway Age* every twenty-four hours for four days—delivering copies to those at the convention each morning with complete activities and reports of the sessions of the preceding day, and mailing copies to all interested railway executives, operating officials, purchasing, engineering and signal officers—is an achievement.

It is this service that has made the *Railway Age March Dailies* a recognized institution—and the more than 45,000 copies distributed a supreme influence throughout the railway industry.

Write for complete information regarding the convention, exhibits and the *Railway Age March Dailies.*

Railway Age
and
Railway Engineering and Maintenance

Simmons-Boardman Publishing Company
"The House of Transportation"
30 Church Street **New York, N. Y.**

Chicago: 608 So. Dearborn St. Cleveland: 6007 Euclid Ave. Washington: 17th and H Sts., N. W.
Mandeville, Louisiana San Francisco: 74 New Montgomery St. London: 34 Victoria St., S. W. 1.

The OPEN FORUM

Individual Views Frankly Expressed

Guarding Against Age

I READ with much interest W. R. Hotchkin's article, "Past Fifty."

The *New York Times* of Jan. 16 contained the report of a survey conducted by David T. Rowlands of the Wharton School to determine the average age of presidents, vice-presidents and chairmen of the boards of directors of one hundred leading financial, transportation and industrial companies.

The survey showed that bank officials are the youngest group, averaging between fifty-five and fifty-six years; the average age of the presidents of the industrial companies is fifty-nine and a half years, while the chairmen of the boards of railroads average seventy-five years.

This reenforces Mr. Hotchkin's point, that judgment and capacity develop with the years and that business is foolishly wasteful if it arbitrarily cuts off men at fifty or sixty or any other age. On the other hand, we all know how hard it is to introduce an older man into an organization of young men, however much we may believe in his ability.

Maybe some day there will be a sort of mental and spiritual life extension institute to which a man can submit himself for annual examination after he passes thirty-five, with the question: "Do you see any danger in my business situation which is likely to leave me out in the cold at fifty? If so, let me know so that I can take corrective measures now."

BRUCE BARTON, *President*,
Barton, Durstine & Osborn, Inc.,
New York.

Women Smokers

OSCAR WILLIAMSON'S article, "An Inhibition versus a Market," certainly seems a timely piece of copy. In this city, at any rate, women smokers have long ago ceased to attract attention as novelties, and the big tobacco companies would appear to be awaking to the fact at last. Witness, for instance, the Lucky Strike sample attached herewith. It seems to me that this constitutes a distinct step forward along the line indicated. The past attitude of the cigarette manufacturers in neglecting the giant potential market savors of leaning over backward. It is a matter of satisfaction to note the apparent dying out of the prejudice throughout the country, for it is a pleasing commentary on the growing enlightenment of the people.



"Lucky Strikes! A flood of reminiscences sweeps across my mind. I heard first of this fine cigarette many years ago in San Francisco where my sons and thousands of soldiers were confined in Army Hospitals. I recall The American Tobacco Company sportsmen in giving thousands of cigarettes to the wounded boys and how delighted they were in smoking them. I recommend Lucky Strikes because they are kind to my throat."

Schumann-Heink's Youthful Voice

She recommends Lucky Strike —because "It's Toasted"

NOW celebrating her 50th year in opera and concert, Madam Schumann-Heink is an outstanding example of one who has been ever careful of her precious voice.

When smoking, she prefers Lucky Strikes because they give the greatest enjoyment and throat protection.

Lucky Strikes are smooth and mellow — the finest cigarettes you ever smoked. They are made of the finest Turkish and domestic tobaccos, properly aged and blended with great skill, and there is an extra process in treating the tobacco.

Smoke Lucky Strikes—you'll like them.



"It's toasted"

Your Throat Protection

No doubt Mr. Williamson's "inhibition" still exists quite extensively, but is it really the frightful specter the tobacco men believe? I am inclined to doubt it.

PAUL R. SPENCER,
New York City.

Even in Tennessee!

CONGRATULATIONS upon Oscar Williamson's exceedingly interesting and stimulating article on the Marlboro Cigarette "feminine appeal" in your January 26 issue! It's a corking good article. If any one thing can stimulate all of us in advertising to take a real part in developing what your magazine has previously called "The New American Tempo"—it is such an analytical discussion as this.

As a matter of fact, first-hand contact on the part of the writer shows that even in a great many of the small towns—small towns even in Tennessee, which used to be one of the five States prohibiting the sale of cigarettes—the feminine grown-ups started bobbing their hair, smoking, and playing bridge by the new rules quite a little while ago.

The fact that previous decades tolerated a dual standard of tobaccorality has less and less to do with the case. And as smoking becomes increasingly universal the possibility of a quorum on the other side becomes more and more negligible.

In a recent issue the editor of *Tobacco Leaf*, one of the best-known tobacco trade journals, hits a number of nails squarely on the head. "The woman with a cigarette," he says, "ceased to be a novelty a generation ago. To assume that women do not smoke is like harboring the fiction that the automobile has not succeeded the horse and buggy. The writer ventures the assertion that there are more American women who smoke than wear corsets. The cigarette is just as securely a product for female consumption as tea, coffee, or fountain pens!"

LEE D. BROWN,
Picard, Bradner & Brown, Inc.,
New York.

"Past Fifty"

I AM still this side of thirty-five, but I want both Mr. W. R. Hotchkin and the Editor to know that I for one consider "Past Fifty" one of the best articles that has ever appeared in ADVERTISING AND SELLING.

The moving depth of feeling, the wealth of background shining through, the sheer smoothness and continuity of expression, the convincing arrangement of his argument, the vital sense of justice and the ringing steel of truth all combined in Mr. Hotchkin's article to form a beautiful piece of copy. Best of all, it was a courageous challenge to many business men who somehow or other have lost themselves in the convention of one of the most inane theories that ever appeared in American life. It is one of the numerous conventions which have sprung up from the seed sown by the "whoop-er-up" school. To those of us who are, in our school.

LEON KELLEY,
Farnsworth & Brown,
New York.

The HOME FORUM

(*conducted by Better Homes and Gardens*)

Individual experiences and problems in selling the Home, the basic American market.

Selling Refrigeration

"This morning," writes an agency executive, "when a salesman for Frigidaire called, I suggested a prospect. The salesman's first question was, 'Does he own his home?'

"Since I had expected an inquiry about financial standing, I asked his reason for putting this question first. He replied,

"'I sell ten to home owners for every one to non-owners. There are plenty of home owners for me to sell, and I naturally prefer to concentrate on them.'"

Ninety-one per cent of BETTER HOMES and GARDENS' readers own their homes. That fact alone makes advertising in BETTER HOMES and GARDENS a powerful force in selling electrical refrigeration.

A Banker's View

In a recent article, John Poole, President of the Federal American National Bank of Washington, D. C., points to some errors in the management of salesmen. Criticizing particularly the tendency to strive for a maximum number of calls rather than a maximum number of effective calls, he suggests selective selling as the door to lower sales cost.

Manufacturers of products for the home have, in BETTER HOMES and GARDENS, a powerful means of selective selling.

BETTER HOMES and GARDENS is devoted to the complete home, both inside and out. It is edited only for families who take an active interest in making homes more attractive and making home life more enjoyable.

"At the Top for 1926"

The profit-value of using these families as the basis for selective selling, is illustrated by a letter just received from H. B. Gessner of the Clinton Carpet Company.

Since the Clinton Carpet Company uses keyed copy, Mr. Gessner undoubtedly reads from the book of facts when he states, "BETTER HOMES and GARDENS has been one of the most successful magazines on our schedule for 1926."

BETTER HOMES *and* GARDENS

Devoted to the nation's greatest business

HOME-MAKING

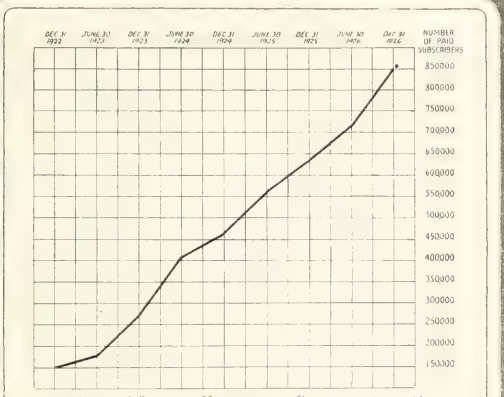


Chart of BETTER HOMES AND GARDENS growth

850,000 new customers in less than five years

THE growth of BETTER HOMES and GARDENS to a circulation of 850,000 in less than five years shows the fundamental need for a magazine devoted exclusively to the nation's greatest business—Home Making.

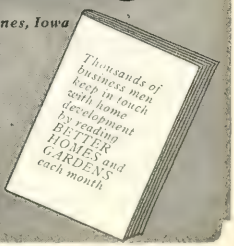
The effect of this remarkable growth is not limited to the publishing field. Leaders in general business recognize that BETTER HOMES and GARDENS has become a vital influence on family purchases—

And many advertisers who check results have found that dollar for dollar, BETTER HOMES and GARDENS has produced the most profitable return on their advertising investment.

BETTER HOMES and GARDENS

E. T. MEREDITH, Pub., Des Moines, Iowa

ADVERTISING OFFICES:
NEW YORK, PHILADELPHIA
CHICAGO, MINNEAPOLIS
KANSAS CITY, ST. LOUIS
SAN FRANCISCO



If the Agency Goes Broke, Who Pays?

Suppose client remits promptly to agency and agency fails to pay publisher or craftsman. Must advertiser pay these bills a second time? Do creditors usually force the issue? What can the advertiser do to avert such a situation?

It's no disgrace to the agency to keep a check on it. What current practice is, how far the advertiser has the right or need to go, how this check-up can best be accomplished, what advantages it has for agency as well as client—Dope Sheet No. 25 from the Ellis Dope Book supplies the answer, illustrated by real cases.

In time of actual trouble Lynn Ellis is glad to give personal advice—at a fee. But you'll find it less expensive to *prevent* trouble. Get this Dope Sheet now (see offer below) and follow the suggestions it makes for your protection.

* * *

Dope Sheet No. 25 is part of a monthly subscription service—the Ellis Dope Book—dealing with relations and management problems of vital interest to advertisers and agencies, based on Lynn Ellis' wide experience as advertising manager, promotion manager and agency director, plus extended special investigation.

The Big Idea is to help advertising executives make the gears go 'round more smoothly *inside* the agency and advertising department and mesh with less friction at necessary contact points outside, something at which Mr. Ellis has steadily worked for fifteen years.

The special offer below gives you a quick, cheap look at the kind of material you'll find in the Dope Book. If you like the samples and order the service continued for a year, we'll give you these six sheets free as a bonus and credit their price against your subscription.

Every creative advertising man constantly bumps into bothersome business problems arising out of the very youthfulness of his profession. Here's a mine of helpfulness. Don't struggle along with problems for which you can so easily get a solution. *Fill out the coupon and send it today.*

LYNN ELLIS, Inc.
One Madison Ave., New York
Room 346, Desk C-21

Enclosed find $3.00, for which you are to send me the 6 Dope Sheets listed below, this sum to be credited against subscription to the Dope Book service if ordered within 60 days.

Client's Audit of Agency Records (No. 25)
Personal Experience—Sell It Through the Personal Inventory!
Agency Compensation Under Bargain Space Rates.
Classifying Advertising Accounts
Instruments of Service—Who Owns the Creative Material?
Agency Handling Charges—Discussion of the 15% on "Art and Mechanical."

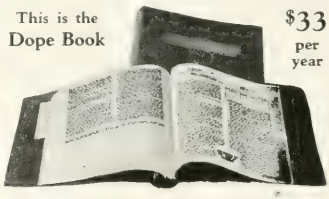
Name .....

Address .....

.....

Firm .....

This is the **Dope Book**



$33 per year

133 Millions Gain in Five Years

[CONTINUED FROM PAGE 21]

new company which earns almost as much profit as itself, still the proportions are nowhere like nine-fold. What does Wall Street see in the Postum Company which tempts it to bid it up so high?

THE answer is: well-established good will, sound policies and very able management. These are the new things on which Wall Street is betting nowadays, as against the old-time monopoly, patents, plant and equipment, real estate and mere past performance. It knows that these are the greatest "earners" in industry today; the safest industrial investments.

Let us then examine the policies and management of the Postum Company. We find at once that they are unusual, not in regard to the "scheme" of selling but in regard to the virile and meticulous manner in which the modern organization principles are emphasized and carried into effect. Many of the modern policies and principles which have long been talked about and urged in the business world, and which are regarded by many business heads of the old school as a bit theoretical or too self-evident to bother with, the Postum Company puts into effect with vigor and determination.

Take for instance the matter of executive action. Clarence Francis, general salesmanager of the Postum Company says, "It is a cardinal principle with us to think little of opinions; in fact we have little or no use for them. It is our idea that if you know a thing you should go ahead fearlessly, but first know if you don't know. We are very fussy about knowing if we don't know. We do not even assume anything we do is right, even after we do it. It still needs to be checked, even then. It is the logical process back of an opinion in which we are interested, a logical process built up on as much fact as is humanly possible."

Here in a few words is stated what in all likelihood—slight as it may seem—is the foundation stone of Postum success. It is a realistic point of view; a practical point of view; the very essence of the modern scientific point of view. C. W. Post took his company through the early struggles, where personal qualities counted and where inflexibility of personal will and opinion was effective. But the company that bears his name now could not grow large on opinion inflexibly held; it could grow large only on the exact opposite; on the courageous executive humility of modern "big-time" managers. Instead of being cock-sure that they "know," they go to the utmost lengths to prevent themselves and their subordinates from assuming that they know until they know they know, and until their knowing stands the test of logic.

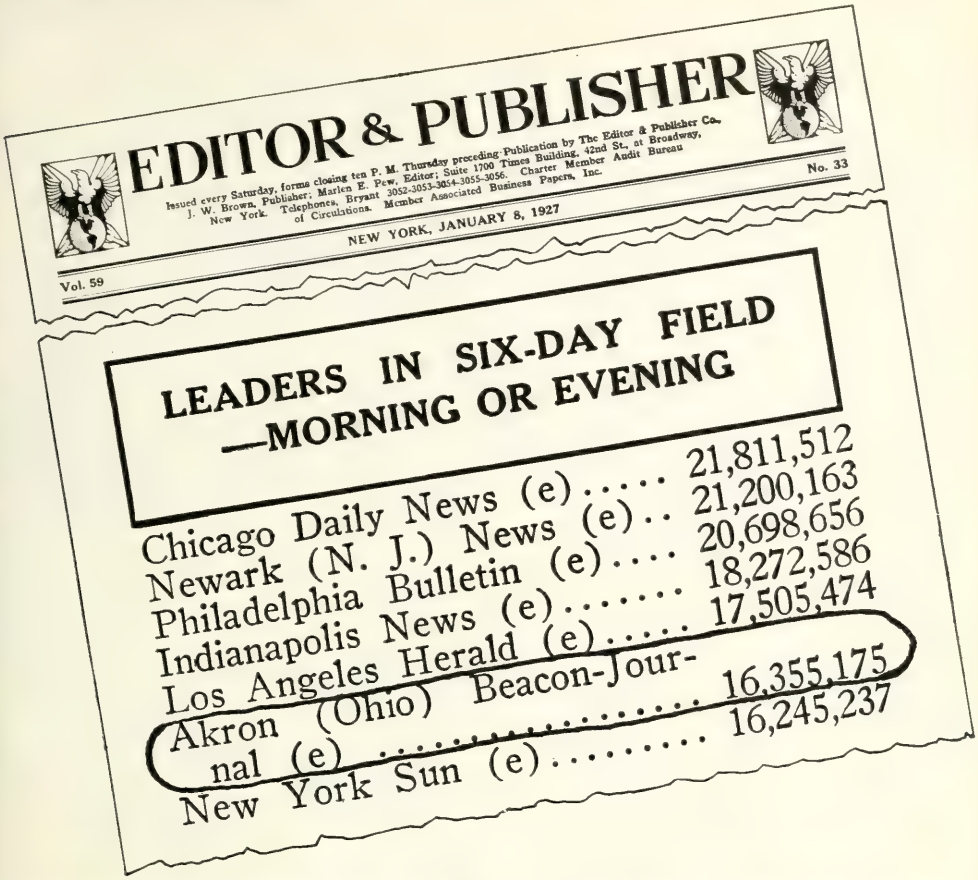
All this seems like "a lot of talk" or academic theory to the many business men of today who still do business on the "Napoleonic" principle, but actually it is the "big secret" of the success of a concern like this one.

But there is still another secret or two. The next in importance is the

ELECTRICAL ANIMATED AND STILL
DISPLAYS for WINDOW, COUNTER, and EXHIBITS
Effective-Dignified Planned Inexpensively
CONSULT WITH EXPERTS
ANIMATED PRODUCTS CORP.
19 WEST 27th ST. NEW YORK

THE JEWELERS' CIRCULAR, New York, has for many years published more advertising than have seven other jewelry journals combined.

The Standard Advertising Register
Is the best in its field. Ask any user. Supplies valuable information on more than 8,000 advertisers. Write for data and prices.
National Register Publishing Co.
Incorporated
15 Moore St., New York City
R. W. Ferrel, Manager



Now 6th in U. S.—1st in Ohio

THE Akron Beacon Journal surpassed in advertising lineage all but five of the six-day newspapers in the United States, either morning or evening.

Its position has risen within the past year from 2nd in Ohio and 14th in the United States (1925) to 1st in Ohio and 8th in the United States (first half of 1926) until it now stands 1st in Ohio and 6th in the United States among six-day newspapers.

Confidence in the ability of the Akron Market to buy goods advertised in the Akron Beacon Journal can be the only reason for these recent lineage gains.

AKRON BEACON JOURNAL

Member of The 100,000 Group of American Cities

STORY, BROOKS & FINLEY, Representatives
New York Philadelphia
Chicago St. Louis Los Angeles San Francisco

Arthur Henry Co., Inc.

Designers and Producers of Distinctive Direct Advertising

1482 Broadway, New York

Telephone BRYANT 8078

Leaflets
Folders

Broadsides
Booklets

House Organs
Catalogues

Copy Writing
Illustrating

Engraving
Printing

Send for further information

equally obvious one of giving real authority and responsibility to executives, and "pinning responsibility" definitely. A lot of people talk about it, but Postum goes to unusual lengths to carry it out. "There's always a particular man in the Postum organization," says Mr. Francis, "who is absolutely responsible for anything that may go amiss. We believe in our executives really controlling the controllable things which are in their jurisdiction. We believe that it is a vital question in the management of a large enterprise whether you are really controlling the supervision or whether the supervision is controlling you. The first principle in doing this is to pin responsibility hard and fast by clear organization methods."

Again I am sure that this sounds to old-timers in business like "a lot of talk." The old desk-thumping hell-raising boss tradition dies hard in America, thanks to the publicity which Vanderbilt, Armour, Simmons, Wanamaker, *et al.* received in a by-gone era. But today fast-moving enterprises are impossible without very meticulous attention to this matter.

THE Postum organization is well-knit and clear functioning. "The president of our company," says Mr. Francis, "is the only jack-of-all-trades in it. Function is determined with great care. You must not only have a plan; you must figure out exactly what you are going to do before you do it. Take for instance the way our sales organization functions. We have three divisions: Eastern, Western, Pacific Coast; each in charge of a divisional sales manager. These divisions are broken down into twenty-three sales districts. We have a separate sales manager at headquarters for every line of article we sell, but—mark this—his duties are confined entirely to: (1) knowing conditions; (2) formulating plans; (3) developing a budget; (4) seeing that work is carried out, but not actually executing the work. That is done by our executing sales department, which has charge of the carrying out of all sales plans. You see how this makes one boss for the workers in the field, not different bosses for every product. These workers in the field consist of jobbing salesmen who keep in contact with the jobbers and specialty salesmen who keep in contact with the retail stores."

Here again is proof of the exceptionally up-to-date nature of the Postum policies. They have adopted the plan, long advocated by sales experts, of splitting the function of sales-management into (1) planning and (2) executing. It has long been known that few sales managers combine in one brain top-notch sales *executing* ability and sales *planning* ability. A very big concern like Postum can afford not only to separate the planning from the executing, but actually to have a planning sales manager for every product.

What, now, is the other secret? Once more it is something we have all heard of: the budget. And once more Postum takes this subject with intense seriousness and goes further than most others. Not only do ninety-nine out of a hundred American businesses operate without any budget, but even those few that do use the system operate only *one* budget, or at most an additional one for the advertising depart-

"—none has answered our requirements quite so well as PYRAMID."

American Colortype.



The Pyramid Sales Portfolio is used to advantage by American Colortype in the displaying of Colortype specimens. It makes possible a picture sales talk. Holds strict attention, is neat, compact and more. Read the letter received from Mr. C. G. Howell, Advertising Manager.

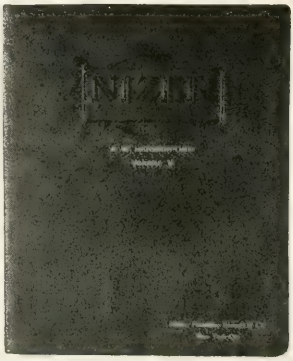
"Of the several types of portfolios, employed by our salesmen, in displaying American Colortype specimens, none has answered our requirements quite so well as the PYRAMID.

"Your portfolio is attractive, compact, convenient and serviceable, and last but not least, the pages are so arranged and inclined that the prints affixed are shown to the best possible advantage."

"Ask a Man Who Uses One"

Pyramid Sales Portfolio

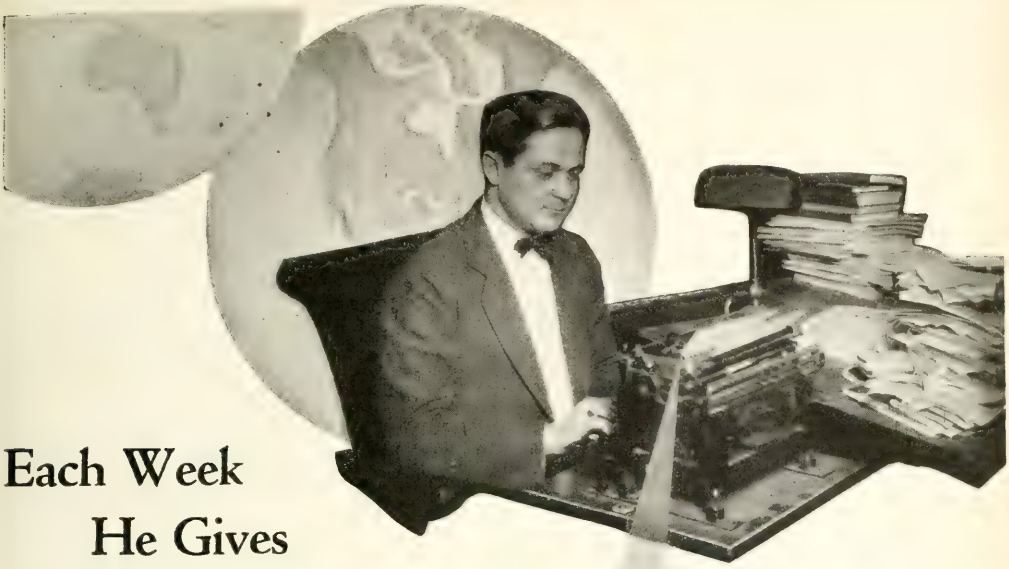
U. S. Patent No. 1577697



Book-art superfinish Loose Leaf Sales Portfolios for sales presentations.

Michigan Book Binding Company

Schmidt Power Bldg. Detroit, Mich.

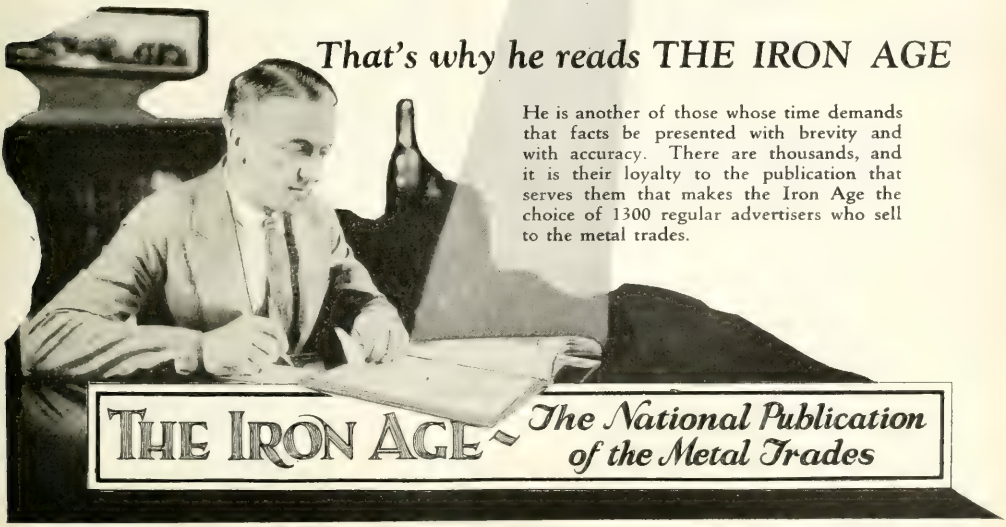


Each Week He Gives to President Keene a Review of the Foreign Market Situation

Every week the cables flash from London, Paris, Berlin, bringing the news of European metal markets; reports are gleaned from the far corners of the earth —wherever machinery is used in the metal trades, ore mined, smelted, metals cast, machined, consumed. A random issue tells of the formation of a Japanese pig iron syndicate, of the efforts to increase Italian iron and steel output, of a new high record in Belgian pig iron, of a new fabricating plant in Chile, of exports to New Zealand, Australia, of the gain in German exports.

That's why he reads THE IRON AGE

He is another of those whose time demands that facts be presented with brevity and with accuracy. There are thousands, and it is their loyalty to the publication that serves them that makes the Iron Age the choice of 1300 regular advertisers who sell to the metal trades.



THE IRON AGE ~ *The National Publication of the Metal Trades*



A NOSE FOR NEWS

NEWSPAPER editors are notoriously immune to the commonplace. But they react immediately to fresh thought and clear statements of the topics of the day. In November, 847 newspapers quoted the *Forum*. These newspapers have a combined circulation of 56,797,749. Among others the *New York Times* and the *New York Herald-Tribune* gave the quoted articles front-page position.

The fact is that the *Forum* is read and quoted rather widely. Such editorial interest argues for keen intelligence and responsiveness on the part of 75,000 *Forum* readers.

Will this interested, wide-awake audience have the opportunity to read your advertising during 1927?

FORUM

A magazine of controversy

Edited by HENRY GODDARD LEACH

247 Park Avenue, New York

A soldier is a splendid eye rest in a crowd of civilians. But in a regiment you have difficulty in finding your own brother... Typography is just like that. You must think of the advertisement not only as standing alone but in a crowd of its fellows, too. We sit and think before we stand and set your type

WIENES TYPOGRAPHIC SERVICE, INC.

203 West 40th Street, New York City

Telephone Longacre 7034

OUR OVERNIGHT SERVICE IS VALUABLE TO OUT-OF-TOWN CLIENTS

ment. But Postum operates entirely separate budgets for the administrative department, the production department, and the selling department. Furthermore it starts all its budgeting from the right premise: the selling premise. Bear in mind that in speaking of a selling budget we are talking about a financial budget, not about a sales quota, which is something else again. This financial selling budget is based on a five-year average on past performance; on present conditions; and on sales possibilities. This is then broken down into products, months, divisions, districts, and jobbing salesmen. So, also, of course is the sales quota.

The net result is that the local field executives are real executives. They really control. They study their expenses and their sales with all the completeness of a headquarters sales manager. In fact, with its policy of promoting from the inside, the aim of Postum is to develop these field-men into salesmanager material.

Note now how rigidly disciplined the budget is. At four o'clock on the last day of the month, without fail, the books close. By airplane mail the distant divisions have sent in their reports, and by the tenth of the month every executive throughout the country has in his possession complete information, in detail, about the previous month's business, with eleven months cumulative ("moving total") figures. There is not permitted a twenty-four hour's difference in the receipt, anywhere in the country, of these data. Nor are the field executives permitted to be the kind of men who are good salesmanagers but who slur statistics and are not capable of working closely with figures. Even the jobbing salesmen are supplied with a "Sales Bible" carrying, among other things, a four-year record of every customer.

In the Postum organization a budget is not merely an innovation, half-heartedly tried; it is the frame of the entire structure, and for it the severest discipline is maintained.

THE advertising of Postum is admitted everywhere to be up to very high standards; it is graphic, educational, intimate. Postum uses many forms of advertising, including radio, demonstrations, house-to-house distribution of booklets, and sampling. And in full keeping with its policy of making real executives out of its field managers, they are consulted as to local advertising methods. To be sure, final decision and adherence to general policy is in the hands of headquarters, but the local knowledge of managers is carefully drawn upon, for there are some towns known to be especially responsive to, for instance, poster advertising. Postum spends a greater sum of money for advertising, today, than any other food concern except the packers'.

Another indication of the exceptional policies Postum uses is the manner of judging salesmen. A well established food concern invariably pays its salesmen on a salary basis, and judges them on a purely horizontal basis. It is regarded as standard practice. Postum, however, has a much more discriminating method of judging the status of its men, and of giving them that zest which can come only from being on a competitive basis by means of which the men can figure out their own stand-

Would You "Sample" Every Home —Or only One in Every Ten?

If your goods are of a nature which permit sampling, you insist that the sample crew leave a sample at every home.

You would be shocked to learn that a crew made a practice of stopping at every tenth house; you would quickly put a stop to such wasteful, inefficient "sampling" as that.

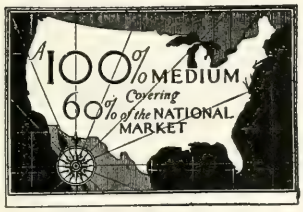
But when you back up your sampling with advertising, are you equally shocked at the idea of using mediums which reach only one home in ten? Probably not; you have become used to buying "coverage" that doesn't cover.

Whether you distribute samples or not, it is equally true that the only efficient coverage of a territory is that which reaches every home where possible buyers live.

That is the sort of coverage The Country Newspaper offers you. From one end of the country to the other, there are great small town and rural zones, populated by prosperous, progressive people, where The Country Newspaper goes into every family and is read by every man, woman and child.

To neglect this field is to neglect 60% of your possible market. And the only way you can cover it adequately and profitably is through The Country Newspaper.

The country newspapers represented by the American Press Association present the only intensive coverage of the largest single population group in the United States—the only 100% coverage of 60% of the entire National Market.



Country newspapers can be selected individually or in any combination; in any market, group of states, counties, or towns. This plan of buying fits in with the program of Governmental Simplification, designed to eliminate waste.

AMERICAN PRESS ASSOCIATION

Represents 7,213 Country Newspapers—47½ Million Readers

Covers the COUNTRY Intensively

225 West 39th Street
New York City

122 So. Michigan Avenue
CHICAGO

68 West Adams Avenue
DETROIT



To influence buying for power plants

EDITORIALLY, Power Plant Engineering deals with the problems involved in the construction and operation of the large power plants of the country. 21,968 men who plan, construct and operate these plants, read and use it as their buying and operating guide.

Advertisements in Power Plant Engineering influence a large part of the orders placed for over a billion and a half dollars' worth of machinery, equipment and supplies annually required for power plants.

Sample copies and other information sent on request.

POWER PLANT ENGINEERING

53 West Jackson Blvd. Chicago, Ill.

A. B. P.
A. B. C.

ALLENTOWN PA.

Where Wages Are High and Everybody's Prosperous

90% of its 100,000 People Read The Allentown Morning Call

Story, Brooks & Finley
National Representatives

"Ask Us About Advertisers Cooperation"

Shoe and Leather Reporter
Boston

The outstanding publication of the shoe, leather and allied industries. Practically 100% coverage of the men who actually do the buying for these industries. In its 67th year. Published each Thursday. $6 yearly. Member ABP and ABC.

With a forward looking agency, this man will appreciate

Twenty-seven years old, Christian, university trained; has a newspaper past, a copy present, an advertising future; no oral salesman but persuasive with a pen; few ideals but a marching host of ideas.

Fledged in an organization where good advertising is deified; has put pen to dealer, retail and mailing copy, resultfully; can put pulse and picture into a selling message; knows Cheltenham from Bodoni, offset from letterpress and makes capable layouts. He contacts well.

New York agency preferred.

BOX No. 444
Advertising & Selling
9 East 38th Street, New York City

Letters Have Helped to Bring $84,000,000

Our Specialists Wrote Them
They Are Ready to Write Yours

Address: FINE LINE ARTS
740 Rush Street, Suite 505-7-9, Chicago

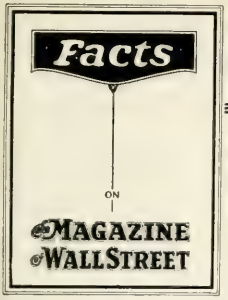
ing in relation to the next man. Postum operates a rating plan on the point system for its specialty men, the basis being 1000 points, which is the total of possible points on ten separate tasks, covering "replacements," window display and other merchandising work. By "replacements" is meant bringing new stores into the fold or old ones back in again. And the difference between one territory and another is taken care of by calculating the salesman's percentage of "replacements" upon the number of *possible* "replacements." If, for instance, a salesman is working in a territory where 90 per cent distribution is enjoyed and he secures 2 per cent replacements, he is entitled to a credit of twenty, because he has sold 20 per cent of the unsecured distribution. Another salesman securing 2 per cent replacements in a territory where there is only 80 per cent distribution would be entitled to a credit of only ten because he sold only 10 per cent of unsecured customers—even though the actual number of "replacements" sold were the same in two cases.

THE policy on sales contests is equally up-to-date. There is one yearlong contest, the "Crest" contest, which only fifty high men at the end of the year can win. But using the well known fact that year contests are too long, and that wives of salesmen should be stimulated, there are other three-month contests, including one in which wives collect "stamps" on their husbands' sales to attain a piano or some other article of merchandise.

Incidentally, the Postum Company is of the belief that its specialty salesmen, calling on the retail trade, are a distinct form of protection and insurance for its interests, because they build up the percentage of distribution and see that dealers carry adequate stocks and keep them in line with the firm's advertising. Nevertheless these specialty salesmen do not take one-half of one per cent of the total orders.

Enough has been told here to indicate that the explanation of the Postum Company's success is not based on some special cinch-hold, patent or other automatic advantage, but very largely upon the most modern management and the actual, intensified, earnest use of business principles that are well known and fully agreed upon by business advisers, but which, strange to say, are actually practised in earnest by but few concerns; or if they are practised, are applied only in a desultory way. It is one of the nine wonders of the business world that while the elemental policies of modern success are not in dispute at all, but are fully described in detail in books and business periodicals, they are regarded as quite commonplace and even a bit theoretical. Here is a concern that has taken them seriously: line and staff organization, research, budget, creative advertising, etc; with this important difference, the difference of tremendously earnest and meticulous application.

We have too few executives with the Postum point of view; that is probably why forty-three per cent of all American corporations register a deficit instead of a profit.



The Space Buyer's Value To His Client Is— *His Knowledge of Media*

THIS illustrated brochure is a complete analysis of the *financial* market and the leading publications in this important field.

It is made up in convenient form to fit snugly into your files, carrying the current issue of The Magazine of Wall Street for handy reference.

We shall be glad to send you a copy on request.

The MAGAZINE of WALL STREET

Member A.B.C.

VICTOR E. GRAHAM
Advertising Manager

42 BROADWAY NEW YORK



Vernon Room

MARCH MUSICALES

EVERY SATURDAY EVENING

February 26th to March 26th

—FIFTH YEAR—

Beniamino Gigli — Mabel Ritch — Paul De Marky
John Charles Thomas — Rosa Low — Benno Rabinoff
Alberto Salvi — Irma Swift — Giuseppe Danise
Lucille Chalfant — Armand Tokatyan — Oscar Nicastro
Moriz Rosenthal — Dorothea Flexer — Curtiss Grove

CHALFONTE-HADDON HALL

ATLANTIC CITY

Details of these Musicales together with hotel folder and rates on request

LEEDS AND LIPPINCOTT COMPANY

Where to Stay in New York ~



¶ In the center of business and theatrical New York—yet as quiet as a pastoral home, the New Forrest is a place "for rest" when rest is needed. Three hundred beautiful, inviting, homey rooms, all outside, all with baths, showers and running ice water, await discriminative guests. At $3.00-$4.50 single, $4.50-$6.00 double, you will find refinement, comfort and true economy.

Telephone—Chickering 7070

MANAGER—WILLIAM F. THOMAN

New FORREST HOTEL

49th ST. *Just West of Broadway* NEW YORK

BAKERS' HELPER CHICAGO

A.B.P. and A.B.C. Published Twice-a-month

Bakers' Helper has been of practical service to bakery owners for nearly 40 years. Over 75% of its readers renew their subscriptions by mail.

New York Office 17 E. 42nd St.

431 S. DEARBORN ST., CHICAGO, ILL.

THE AMERICAN ARCHITECT

A. B. C. Est. 1876 A. B. P.

"Advertising and Selling to Architects," a booklet prepared to give you a better understanding of the architectural field, is now available.

Your copy will be sent upon request.

243 West 39th St. New York

Folded Edge Duckine and Fibre Signs
Cloth and Paraffine Signs
Lithographed Outdoor and Indoor Displays

THE JOHN IGELSTROEM COMPANY
Massillon, Ohio Good Salesmen Wanted

A Successful Merchandising Campaign

[CONTINUED FROM PAGE 36]

sale distributor agreed readily, of course, to accept this help, and a merchandising man from the main office of the manufacturer was detailed to direct the campaign with the assistance of the local salesmen.

THE first step was to arrange a series of advertisements to run during the campaign, which was to last a month. This advertising was charged to the Westinghouse Lamp Company, and stressed the need to "Drive Sanely"—the slogan of the campaign—with special reference to sane driving as a result of proper lighting. The local newspapers were more than willing to give as much publicity as possible to the campaign, particularly as they were assured it would be backed by the city government. In addition to the advertising contracted for by the manufacturer, the automotive dealers of Akron were solicited for ten dollar contributions to pay for a double page spread on the opening day of the campaign. Thirty-seven dealers responded, and the result was a very striking advertisement.

The cooperation of the Mayor of Akron and the Director of Public Safety was solicited, and they took part by issuing statements on the subject. They also instructed the Police Department to tighten the enforcement of the local motoring ordinances and laws during the campaign.

Of course, this cooperation from the city officials was the result of the fact that the campaign was based entirely on the "Drive Sanely" idea, without any attempt to secure publicity either for the Westinghouse Lamp Company or for the local jobber. It was felt that arousing the interest of the general public in better driving would automatically result in increased sales for the local retailers and wholesalers. Naturally, the dealers were all ready to tie in with the campaign, not only through the newspaper advertising but through the use of special window display material supplied by the manufacturer, stressing the slogan. Several of the jobber's salesmen and the manufacturer's salesmen were detailed to a special drive for the purpose of securing new retail dealers during the campaign and of showing them how to cash in on the interest of the public.

A series of four broadcasting talks was arranged through a popular local station. The radio talks were prepared by the manufacturer, and were on the general subject of sane driving, no mention being made either of the Westinghouse Lamp Company or of the local jobber. Because of the absence of publicity material, it was possible to secure influential people to make the talks, and the newspapers con-

sequently gave the broadcasting a considerable amount of publicity.

Special streamers, in orange and black, bearing the "Drive Sanely" slogan, were provided by the manufacturer to tie up with the campaign. Permission was secured from the Northern Ohio Power and Light Company and the Akron Yellow Taxicab Company to paste these streamers on the backs of all street cars and on the windows of the buses and taxicabs. In addition, it was announced during the broadcasting that these streamers were obtainable by private motorists, and several hundred requests came for them. Practically all of the automotive dealers in Akron, and many private individuals, had these posters pasted on the back windows of their automobiles.

A standard Westinghouse display cutout, known as the "Westinghouse Cop," was also used during this campaign, particularly in the dealers' window displays. A number were posted on prominent corners of the city, with a large "Drive Sanely" banner pasted across the bottom of the display, which ordinarily bears advertising material.

On the first morning of the campaign several Westinghouse salesmen started traveling, each accompanied by one of the jobber's salesmen. Their instructions were to sell lamps, sell kits, sign retailers on contracts wherever possible, and make certain at all times that the jobber's salesman saw just how it was being done—and, in fact, did it himself wherever practicable. Each dealer who bought the lamps and kits was supplied with appropriate advertising material and was aided in arranging his window display.

One of the first results was the "signing up" of a new local distributor, who controls seven service stations. These were immediately supplied with a stock of lamps and kits, their windows were arranged to tie up with the campaign, and considerable time was spent with the men at the station, showing them how to sell kits and lamps to customers.

IT was evident at the start that in order to make the campaign a success and to have the results continue after the campaign was over, it would be necessary to show as many dealers as possible how easy it is to sell three lamps instead of one to the motorist. For this purpose the Westinghouse salesmen and the jobber's salesmen spent every evening in different dealers' stores, actually selling the lamps and the kits. That this demonstration was successful was shown by the fact that on revisiting these dealers at the end of the week, some had sold as many as twenty-two kits, each full of lamps. None of these dealers had had kits in stock prior to the campaign, nor had they pushed the sale of lamps.

During the week of the campaign the local wholesale dealer sold eight times as many automobile lamps as he did the previous week. During this period he also added twenty-six new

More

intensive selling effort is coming to be recognized as the quickest route to reduced selling cost.

Sales

are made by selling, not by merely keeping one's name before the buying public.

With

applied direct mail advertising as developed by us, real selling effort is expended upon real prospects.

a·d·a

is worth looking into.



THE CAXTON COMPANY

CLEVELAND



The manufactured gas industry, representing a capital investment of four billion dollars, is increasing its gas sales annually at a rate of ten per cent. Consequently, with this steady expansion of the market for gas, the market for equipment used in the gas industry expands at an even greater rate, for the industry focuses its plans and preparations on the demands of future decades.

Any engineering apparatus or other equipment, which can bring new efficiency to any phase of the manufacture, distribution or use of gas, has an immeasurable future in this market.

If you decide to introduce your product into this new field, Gas Age-Record, with a coverage of 99.47%, is the most swift and certain vehicle to the purchasing consideration of the industry's executives.

We will be glad to advise you concerning the possibilities for your product in this market.

Gas Age-Record

A. B. C. A. B. P.

"The Spokesman of the Gas Industry"

9 East 38th Street New York

We also publish Brown's Directory of American Gas Companies and the Gas Engineering and Appliance Catalogue.

retail dealers, under contract, to his list of distributors.

The campaign had many good results in addition to the actual sales made and the dealers secured. While working with the jobber and his salesmen, it was, of course, possible for the Westinghouse men to get a very good close-up of his methods of selling lamps and to make a number of suggestions for their improvement.

The result is that we now have a very much interested jobber. Each of his salesmen is enthusiastic about the sales possibilities of electric lamps, and probably will never again let them "take care of themselves." A number of new dealers have been secured. And finally, the interest of the public and of public officials in Akron has been focussed on the subject of sane driving, particularly at night, and thousands of motorists who had never before carried spare lamps in their cars are now doing so and will continue to do so.

Consider the Carpenter —a "Consumer User"

[CONTINUED FROM PAGE 25]

Two quite distinct marketing and copy jobs must be undertaken. We will consider, in view of the title of this article, only the one which has to do with the carpenter.

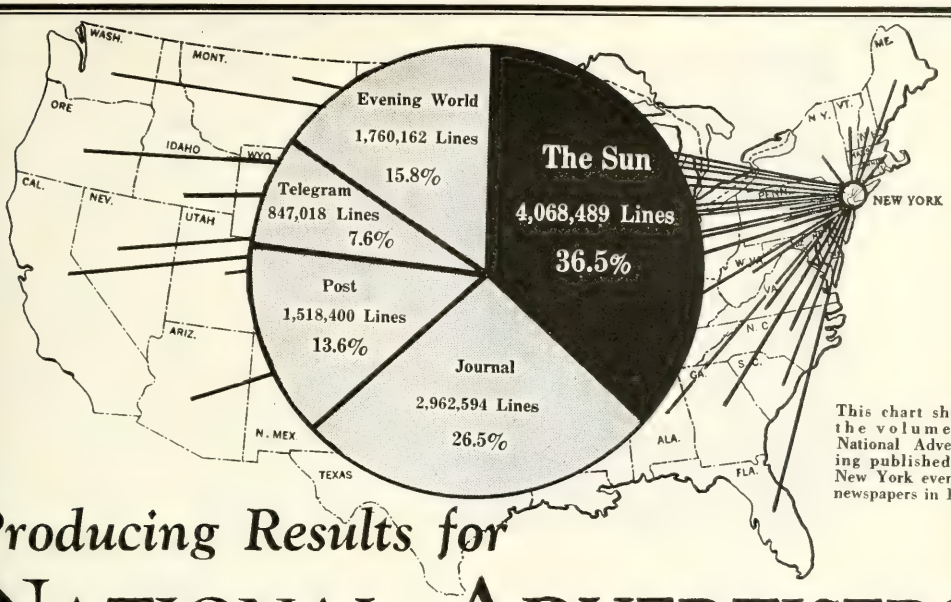
Copy written to him can be based on the thought of fatigue. One such piece runs under the headline "Ease up on your poor back and do a better job." The copy develops the fact that this product relieves the carpenter of fatigue, since he lifts ten pounds less weight every time he stoops to handle a sheet of the new material. In a word, he lifts and works with 80 pounds instead of with 90 to 95 pounds. The text goes on to reassure him that in cutting down weight, strength and thickness have not been sacrificed; and it tells him why this has been possible.

* * *

A variant of the appeal, still using the thought of making the carpenter's daily job easier and less tiring, has been used by a tool manufacturer. In this case the manufacturer, after careful study, has succeeded in making a plumb and level in which every requirement of accuracy and strength is met, and at the same time the advantage of lightness is added.

In advertising to his carpenter-consumer-users he stresses this lightness as making ease of handling. True, the text does not overlook the technical construction of the tool. Indeed, it makes quite a feature of it, but the main point in the marketing story is built around its lightness.

Naturally, it is not always possible or wise to use this appeal with a product or tool. Nevertheless, we think the cases cited illustrate the fact that in selling building materials there is an important secondary factor to consider —the "consumer-user," to whom real "human interest" advertising and marketing has to be done. They illustrate also that this advertising must be done



This chart shows the volume of National Advertising published by New York evening newspapers in 1926

Producing Results for NATIONAL ADVERTISERS *in the World's Greatest Market*

TO reach the New York market—to sell their products to the people of the greatest sales territory—national advertisers use more space in The Sun than in any other New York evening newspaper.

Manufacturers from all parts of the country—manufacturers introducing new products and those seeking greater sales for products already established—manufacturers of expensive luxuries as well as manufacturers of inexpensive necessities—all have profitably utilized the advertising columns of The Sun to develop the New York market.

During 1926 National Advertisers used 4,068,489 lines of advertising space in The Sun—a volume which exceeded that of the second New York evening newspaper by 1,105,895 lines.

The Sun's gain in National Advertising during 1926—a gain of 303,339 lines—was larger than the gain of any other New York evening newspaper.

The Sun is New York's home newspaper. It is bought in the evening, read leisurely on the way home and carried into the home where it is read by all members of the family.

Use The Sun to Sell New York in 1927

The Sun

280 Broadway New York



© Anne Shriber, N. Y.

Interested!

A serious wonder at what is happening in life—that is a human trait in every prosperous community. A live newspaper answers it simply by telling the truth, when it is new and while it is stranger than fiction. The REVIEW, at Decatur, Illinois, studies community interest as well as human interest. It has two Associated Press wires and it wraps this news roundabout with intimate, local news that interprets life as a whole for the Decatur community.

That may be its secret of 11.1% advance in paid circulation during the past year.

Mrs. Bertha M. Harris, while she was conducting a cooking school last month under REVIEW auspices said: "What on earth did you people do to get this crowd and this enthusiasm?"

There was no startling reason for it—unless it was Mrs. Harris herself. It was partly due to community trust and community interest in what the REVIEW does day by day.

DECATUR (ILLINOIS) REVIEW

If it drives home a sales message it's an

EINSON-FREEMAN WINDOW DISPLAY

511 E. 72d St.
Rhinelander 3960
New York City

Specializing in window and store display advertising

To Reach } Lumber Manufacturers, Woodworking Plants and Building Material Dealers use the

American Lumberman

A. B. C. Est. 1873 CHICAGO, ILL.

Bakers Weekly A.B.C.-A.B.P. New York City

NEW YORK OFFICE—45 West 45th St.
CHICAGO OFFICE—343 S. Dearborn St.

Maintaining a complete research laboratory and experimental bakery for determining the adaptability of products to the baking industry. Also a Research Merchandising Department, furnishing statistics and sales analysis data.

separately from such as may be directed to the consumer (home owner).

To look for a moment, in closing, at the outlets through which building materials are sold is to review also a marketing situation of considerable interest.

Most building materials are sold through dealers with whom the majority of us seldom come in contact.

These dealers are faced with marketing problems which to them are of as acute importance as are those that face a dealer retailing drugs or groceries.

Trade-marked materials are many, and competition is keen. We can think offhand of eight trade-marked brands of wallboards, eight trade-marked roofing materials, six or eight trade-marked brands of dressed, ready-cut lumber.

Thus it is easy to see that the building material dealer in handling a product that lightens the daily work of the carpenter has a very distinct edge on his competitor who can sell only the old fashioned type of material. This fact should naturally be used by the manufacturer in creating reselling plans for the dealer's use with "consumer-users."

It would seem only common sense, in setting about the problem of marketing materials in this field, that any manufacturer or his agency should acquaint themselves with the points of view and traditions of these three: the retailer, the "consumer-user," and the owner who will ultimately pay for the materials.

This has an old, familiar sound, but it is the story which cannot be repeated too often. Every manufacturer must learn that his interest lies in "playing the game" from the standpoint of this trio, whose members distribute, use, and finally pay for his products.

He can prosper only in that ratio in which his materials and services bring direct benefit in the broadest possible sense to each and every one of the three.

"And We Oughta Get Out a Magazine"

[CONTINUED FROM PAGE 27]

He can choose between a literary meal at a hot-dog stand or at an established restaurant.

Suppose all the joiners who have read thus far were to watch their mail for one calendar month, and during that month were to save all the special magazines they receive.

And, at the end of the month, suppose they were to assay the contents of these magazines.

What would happen?

We would band together in a society to abolish special magazines. And publish one.

Associated Business Papers, Inc., Meets

The Associated Business Papers, Inc., are holding an Eastern executive meeting at New York, Feb. 9. The speakers, J. H. Bragdon and F. M. Feiker, are to discuss plans for the new year.



. . . police allege . . .

"All sicklied o'er with the pale cast of bunk"

A thick layer of applesauce* encrusts the contemporary U. S. scene. Wedded cinema stars are perpetual honeymooners until the mutual filing of divorce complaints. The national game is above suspicion except when it develops a national scandal. Mr. Rockefeller became rich by saving pennies. The Alamo caused the Mexican War. Everything is lovely until the police begin to allege.

adulatory anthems

But TIME sings no adulatory anthems. Without basing its style on the words "Babbitt," "Moron," and "Americano,"† it does photograph current events through the lens of a calmly unbiased intelligence. A Klan Wizard is "a mediocre dentist with an eye to business." Italian concentration on male teachers in public schools is referred to as inspiring young Italians with an enthusiasm for "black shirts, castor oil and kindred masculinities of Fascism." Of a new Noel Conward play it is said that "this incessant tosser-off of suavely sexual plays tossed this one off a bit too carelessly."

of importance to advertisers

TIME's character is of importance to advertisers because it automatically selects a favorable market. The TIME reader is a revolt from the dull, the stodgy, the traditional. Advertising, too, is largely an attempt to replace the old well-enough with the new something-better. When your advertisement reaches a TIME home it is welcomed by an atmosphere of alert progressiveness which insures it a ready response.

Then, too, TIME, costing more per word than any other general magazine, eloquently argues a pleasing purchasing power.

ROBERT L. JOHNSON, *Advertising Manager*
25 W. 45th St., New York City
Main Office: Penton Bldg., Cleveland, O.

*Applesauce—optimism with an axe to grind. †"Babbitt," "Moron," and "Americano" are practically synonyms for "bourgeois," a term which Anthony Hope calls "an epithet applied by the lower classes to what is respectable and by the upper classes to what is decent."

For the year 1927, TIME guarantees an average circulation of plus 135,000.

TIME

To Press Tuesday—THE WEEKLY NEWSMAGAZINE—*To Readers Friday*

54 Thousand

Families do their shopping in Bridgeport's 3,628 retail stores.

154 local jobbers supply most of these retail establishments with merchandise.

Bridgeport
Connecticut

is a real market for every national advertiser. Its people are industrious and intelligent, of moderate or more than moderate means.

They earn good incomes — have money enough to buy more than the necessities of life. Service, quality and style appeal to them more than price.

The POST - TELEGRAM with a daily circulation of 44,446 copies is Brideport's productive medium. It enjoys an enviable reputation for the quality of its news articles, the integrity of its editorials and the completeness of its sporting news, financial and society columns and the other divisions that win reader confidence.

Bridgeport's families use the POST-TELEGRAM as their buying guide. National advertisers will find it profitable to enter the Bridgeport market.

BRIDGEPORT
The City of Diversified Industry

National Representatives
GILMAN, NICOLL & RUTTIMAN
New York, Boston, Chicago, San Francisco

To Broadcast or Not to Broadcast

[CONTINUED FROM PAGE 24]

all selling and advertising experience points to the desirability of establishing outlets first and applying consumer pressure last.

Distribution is particularly necessary when broadcasting is undertaken, because curiosity is the principal motive which leads the radio enthusiast to ask for a product the name of which he has heard by radio. Broadcasting is not suited to the presentation of sales arguments which build up consumer insistence upon a particular product; its influence is limited largely to publicity for a name. If broadcasting arouses consumer curiosity, there must be reasonable opportunity to satisfy it. The buying desire, once thwarted by lack of distribution, is not easily revived.

The fourth essential to the successful commercial broadcaster's business is extensive advertising support. The most widespread result of broadcasting is to stimulate the reading of the sponsor's advertising. Seeing a trademark, with which memories of a pleasing radio entertainment are associated, in the magazine or newspaper advertising columns, leads the consumer to read the sponsor's advertising.

Broadcasting is the natural adjunct to the large advertising campaign because (1) extensive advertising implies widespread distribution; (2) the use of many and large advertising media gives the opportunity of broadcasting good will to exert itself frequently by causing sympathetic reading of the sponsor's copy; and (3) effective advertising requires an established trade name to which consumer attention is directed.

If the broadcasting expenditure must be undertaken only at the cost of reducing printed advertising appropriations which have produced and demonstrated results, it is better not to undertake it at all. Any serious curtailment of the advertising appropriation, or the withdrawal of funds from successful printed media, is like pulling stones from the foundation of a building in order to complete its second story.

THE nature of the competition with which a prospective broadcasting sponsor is faced served as a valuable guide in determining the utility of the medium. The products best suited to broadcasting (but they are by no means the only ones) are those of low selling price, high turn-over, and great frequency of purchase. The more often a customer buys a product, the more frequent are the opportunities to capitalize the radio-won good will. Packaged foods, shaving creams, dentrifices, soaps, cigarettes, tobaccos, beverages and confections are likely items for broadcast exploitation. It is characteristic of such products that they are fighting in closely competing markets, with rivals offering about the same price, quality and performance. As a consequence, buyer affection between brands rests on light foundations. Good will is a potent factor in making consumers hold to a particular brand. In this class of product lie radio's greatest opportunities.

INTENSIVELY advertised goods sold in closely competing markets are most in need of effective means of winning consumer loyalty. Their makers have difficulty in outdoing their competitors in most of the elements which contribute to firmly established buying habits. Close competition reduces margin of profit so that the price advantage is difficult to secure. Advertising finds close competition both in circulation and in diversity of media used. The search for new copy appeals is intensified and the advantage does not remain long with a particular advertiser. An improvement in the product which establishes temporary leadership is quickly overhauled by fighting rivals. There is a lack of good reasons why the consumer should not switch from one brand to another. Here broadcasting serves best because consumer loyalty is developed through personal feeling rather than through sales pressure or technical qualities in the product. In this class of advertiser also are found the most successful users of the broadcasting medium.

Finally we come to the sixth and last point: analysis of the factors which lead the consumer to buy. Why does the consumer select your product in preference to others?

In closely competing fields, perhaps the strongest influence is the fact that the name is familiar, that it occurs most readily to the consumer's mind as he stands before the druggist or grocery clerk. There is no question about broadcasting's ability to establish name familiarity which works with telling effect when the counter sale is made.

Some products are bought without serious consideration of their merits because many competitors of equally good performance are available. Other products, however, are purchased only after extended study by the consumer on the basis of technical merit alone. These are not suited to broadcasting, because the good will impression is easily overruled by a technical consideration. You may enjoy the Red Hot Mamma Serenaders every Sunday night at nine, but you will not buy a Red Hot Natural Gas Furnace if your architect recommends a coal or oil furnace for your New England homestead. Even if the Red Hot Serenaders bring down the radio house to the tune of a thousand letters of applause a week, it will not sell natural gas furnaces where there is no natural gas. Slide rules and suspension bridges, X-ray machines and stump pullers, printing presses and tire vulcanizers are bought for their fitness to do the job to be done. Their advertising belongs in trade papers, and broadcasting expen-

The RADIO Situation in Northern Ohio

- - *minus the "static"*

National Radio advertisers who have studied the habits, buying power and merchandising possibilities of Northern Ohio for Radio sets and Equipment, placed 367,778 lines of advertising in ALL Cleveland newspapers in 1926. It was distributed as follows—

Plain Dealer	196,660 lines
Press	104,205 lines
News	56,913 lines

From its inception Radio has been fostered in Northern Ohio by The Plain Dealer. Long before any other Cleveland newspaper foresaw the possibilities of Radio as an extremely popular form of entertainment, The Plain Dealer printed authoritative articles and information constantly. Certainly this pioneering was responsible in great part for the tremendous interest and spectacular growth of Radio in Northern Ohio.

Responsiveness by Plain Dealer readers has been commensurate with the promotion. Today the volume of radio advertising and volume and character of radio news carried in the Plain Dealer warrants a continuation of this **leadership** in this fertile field—made up of prosperous families who are thoroughly sold on Radio.

HERE is the *best* place in the United States to SELL Radio through ONE newspaper

The Cleveland Plain Dealer

in Cleveland and Northern Ohio~ONE Medium ALONE~One Cost Will sell it

J. B. WOODWARD
110 E. 42nd St.
New York

WOODWARD & KELLY
360 N. Mich. Ave., Chicago
Fine Arts Bldg., Detroit

R. J. BIDWELL CO.
742 Market St., San Francisco, Cal.
Times Building, Los Angeles, Cal.

R. J. BIDWELL CO.
White Henry Stuart Bldg.
Seattle, Wash.



picture readers —all!

BACK from lunch. A moment or two when his mind takes a stroll. An ideal time to tell him *your* story, if you make it interesting enough to catch his mind when it feels like playing.

Why do children's primers have a picture of pussy with c-a-t cat, *below?* Why the universal appeal of Andy and Min. Because the centuries have found no better or surer way to impress a fact than to picturize.

For three generations we have helped advertisers, publishers and printers to make their pictures TALK. The best picture in the world is no better than the photo engraving that reproduces it.

Gatchel & Manning, Inc.

C. A. Stinson, *President*

[Member of the American Photo Engravers Association]

Photo Engravers

West Washington Square — *230 South 7th St.*

PHILADELPHIA

diture in their behalf is largely wasted.

Another class of products, though infrequently purchased in the life of the individual buyer, depends upon a long cumulative series of sales stimulants to bring the buying decision. With such products, the more frequently the trade name is stressed and the more often the consumer can be induced to read the sponsor's advertising copy, the sooner is the prospect converted into a purchaser.

Automobiles, for example, are bought as a result of many accumulated appeals. The first favorable impression of a car may have been created five or ten years before purchase by an effective advertisement or a successful demonstration. Insurance depends upon similar cumulative influence. Radio receiving sets will eventually be in this class when the resale market becomes of greater importance.

There is one special class of product which utilizes radio not only for its good will winning capacity but also for its demonstration value. Printed advertising is best adapted to the presentation of sales arguments most easily assimilated through the eye. Educational training makes the acquisition of most knowledge through the eye very much easier than through the ear. You recognize that fact when you ask a subordinate for a report which he has read to you in order that you may find out what it is about. You read it to yourself in one-fourth the time it took to hear it and you get ten times as much out of it by doing so. That is why printed advertising is effective and why broadcasting good will can never approach it in potency.

A few products, however, can be sold by aural propaganda to better effect than through the printed page. Phonograph records are sold by radio more effectively than through the agency of blatant, printed eulogies. Examine the advertising of phonograph concerns and you realize that they are nothing but word contests making general claims, unproved by the printed word. The eye cannot hear and printed words make no sound. One phonograph manufacturer claims a revolutionary principle and soon all his rivals announce much greater revolutions. But, if you could listen to a radio demonstration to compare the tone of rival machines, you would readily form your own conclusions. Radio is not yet used to demonstrate phonographs, but as good quality receivers become more widely distributed, the phonograph may be used as the source of radio programs.

One of the successful users of the broadcasting medium is the Victor Talking Machine Company. It "sells" its exclusive artists and it demonstrates the substance of its records in the home by radio. The Skinner residence organs and Hohner's harmonicas have been made welcome in thousands of homes through the loudspeaker.

FROM the foregoing, it will be seen that the determination of the suitability of broadcasting as an aid to a particular sales problem is based upon rather definite considerations. If your study of broadcasting's potential service with your sales problem leads to the conclusion that broadcasting cannot serve, you have at once eliminated it from further consideration.

If your decision is favorable to broadcasting, it leads only to the

BROOKLYN
is a
Billion and a Half Dollar
Market

BROOKLYN
is the
City of Homes
of Greater New York

THE
BROOKLYN TIMES
is the
HOME NEWSPAPER

OVER 1,400 carriers deliver the Brooklyn Times each and every day to the homes of paid subscribers.

The Brooklyn Times gained 1,727,054 lines of advertising during 1926.

This is the second largest gain in the entire morning and evening field in Greater New York.

The annual audit of the A. B. C. gives the Brooklyn Times the largest circulation in Brooklyn of any Brooklyn newspaper.

LORENZEN & THOMPSON, Inc.
19 West 44th St., New York, N. Y.
122 S. Michigan Blvd., Chicago

CUPIT & BIRCH, Inc.
Kohl Bldg., San Francisco, Cal.

threshold of another, perhaps even more difficult, set of problems. What stations shall be utilized to present a good will program? What kind of program will secure the best results for the particular sponsor who must pay the broadcasting bill? What means shall be used to direct the good will attained by such a program effort into actual buying influence?

A good broadcasting station solicitor always has a definite plan for your particular sales problem. But do not be fascinated by its ingenuity until you are certain that broadcasting can serve you. The six principles outlined above may be of value in securing an unbiased answer to this question.

A Plan to Stabilize Used Automobile Prices

[CONTINUED FROM PAGE 30]

up his show rooms with used cars.

"In the past," says Mr. Easton, who organized the plan, "the poor, unsuspecting public absorbed the dealers' used car losses. Now the buying public brings in our published 'Market Report' to verify our prices. The dealer has found that he must buy his cars right, and sell them right, and since we started the present plan our dealers have made more money than ever before."

This plan began at once to interest automobile men who had experimented freely with so-called used car plans. Scores of plans had been tried throughout America in an attempt to clear away these used car stocks that blocked the way for new car sales. But none of them would work. Experts soon began to visit Windsor and to pass the word along that here something constructive was going on.

Men at the head of automobile affairs in America, after careful study, openly pronounced the Windsor Plan to be the most constructive step so far taken, and gave it their strong support. Bernard G. Koether, director of sales of the General Motors Corporation, Detroit, said at a meeting in Windsor: "We have discussed it from every angle with twelve of the largest automobile manufacturers in the United States. The consensus of opinion is that you have here a fine, practical idea, the first constructive thing we have seen that will hold water." O. C. Hutchinson, general sales manager of the Hupp Motor Car Corporation, Detroit, said: "This plan seems to be the best solution of the used car problem yet placed before the automobile dealers of Canada or the United States." Henry C. Weaver, assistant director of sales, General Motors Corporation, Detroit, said: "We have studied it from every angle, and subjected it to careful, hard-boiled analysis. It is sound both economically and theoretically, and speaks the language both of the man who sells and of the man who buys. It looks as if we may have to come to Canada to learn how to handle cars."

The Windsor success has resulted, as before mentioned, in this plan's adoption by automobile dealer associations in several large Canadian centers. In

When you talk to YOUR Banker

¶ Before you undertake a program of expansion involving the use of new capital or the extension of your line of credit, you go over your plans very carefully with your banker.

¶ You realize that his point of view is sound, that his experience is broad, and that his counsel and advice will be of help in enabling you to expand without danger.

¶ Other manufacturers counsel similarly with their bankers. The men at the helm of the financial institutions of the country sit in on most of the questions involving the installation of new equipment representing capital investments, on the erection of new plants or the rehabilitation of old ones.

¶ You may well consider bankers and bank directors as men worth cultivating, worth informing and worth advertising to.

¶ We have a story that may be of interest to you.

* * *

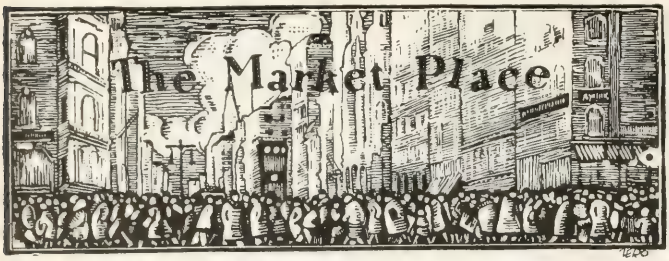
AMERICAN BANKERS ASSOCIATION JOURNAL
MEMBER A. B. C.
110 EAST 42nd STREET
NEW YORK CITY

Advertising Managers

ALDEN B. BAXTER,
110 E. 42nd St., New York City

CHARLES H. RAVELL,
332 S. LaSalle St., Chicago, Ill.

GEORGE WIGHT,
25 Kearny St., San Francisco, Cal.



Rate for advertisements inserted in this department is 36 cents a line—6 pt. type. Minimum charge $1.80. Forms close Saturday noon before date of issue.

Position Wanted

Woman with experience as Editor of house publication making an appeal to women, wishes position as Editor of house-organ or sales publication. National reputation as writer for women's magazines. Especially qualified on subjects allied with housekeeping, interior decoration and home economics. Will work in own suburban studio or in a New York office. Address Box 446, Advertising & Selling, 9 East 38th St., New York City.

Advertising Copy Writer—Young woman, college graduate, three years' experience in retail, national, trade paper, and direct-by-mail fields; versatile writer. Now available. Address Box 441, Advertising and Selling, 9 East 38th St., New York City.

A young woman, for four years executive assistant in charge of office with concern employing a baker's dozen inside and eighty outside, like most of us has aspirations; change is necessary, she feels. The change must initiate her in advertising. She is a correspondent; organizer of routine and of files; buyer of printing; and has edited a house organ of educative stimulus for the field force. Former concerns have found her satisfactory to the extent of offering re-employment. Salary $60 a week. College education. Experienced stenographer. This is her first advertisement. She's coming again if necessary. Alternative propositions considered. What can you offer her in New York or Brooklyn? Address Box No. 438, Advertising & Selling, 9 East 38th St., New York City.

PUT THIS ADVERTISING MAN WITH proven record on your payroll for just $1.25 a day. Will write your sales letters, booklets, advertisements, suggest new ideas, put a new sales vigor into your advertising copy. Write for details unusual limited offer. Box 882, Poughkeepsie, N. Y.

Position Wanted as sales or advertising manager or advertising solicitor for electrical, tool, hardware, cutlery or automotive trade paper. I am thoroughly familiar with copy writing, layout and promotion or kindred work. References will be furnished on request. Address all replies to Box No. 443, Advertising and Selling, 9 East 38th St., New York City.

Advertising Illustrator and Cartoonist. Young man, would like position with advertising firm, magazine, newspaper, or any place where they can use a talented man. Prefer East. Address Box 445, Advertising and Selling, 9 East 38th St., New York City.

THE THIRST OF YOUTH

Most thirsty of human beings for accomplishment is the youth about to convert learning into dollars.

Having entered advertising only after serious thought, this young man for four years studied methods and absorbed ideas.

His layouts are effective, his choice of typography pleasing. With proper environment he will become a good copywriter.

Christian, 28; married. Now conducting manufacturer's advertising department but seeks more exacting connection.

Address Box No. 436, Advertising and Selling, 9 East 38th St., New York City.

Position Wanted

New England representative for firm of nationally advertised product, desires to discontinue traveling. Familiar with wholesale drug and department store trade. Experienced sales director and advertising manager. Thirty-nine, married and with especially good references. Address Box No. 435, Advertising and Selling, 9 East 38th St., New York City.

I WRITE JINGLES that put pep into ads: exclusive stuff; $1 each; six for $5; Samples on receipt of data; No pay if not available. H. M Caldwell, 399 Carondelet, New Orleans.

Help Wanted

ADVERTISING SOLICITOR wanted by trade paper published in New England. We desire a young man of good personality. Give full details, including age, education, experience and present earnings. All replies treated confidentially. Address Box 432, Advertising and Selling, 9 East 38th St., New York City.

Publishers' Representative

CALIFORNIA REPRESENTATION

Trade and business paper publishers desiring complete advertising and editorial service in San Francisco and vicinity may arrange personal interview by addressing Box 439, Advertising and Selling, 9 East 38th St., New York City.

Multigraphing

FOR SERVICE Telephone Barclay 3355

Multigraphing Mimeographing Addressing BUREAU

19 Park Place, New York City

All Orders Called for and Delivered

Quality and Quantity Multigraphing, Addressing, Filling In, Folding, Etc.

DEHAAN CIRCULAR LETTER CO., INC.

120 W. 42nd St., New York City

Telephone Wis. 5483

Press Clippings

ASSOCIATED CLIPPING BUREAUS

offers reliable National or regional newspaper reading service—General offices, One Terrace Buffalo, N. Y.

"GIBBONS knows CANADA"

J. J. Gibbons Limited, *Advertising Agents*

TORONTO MONTREAL WINNIPEG

addition, individual dealers in all parts of the country are making use of the published market report of used car prices, because they find there is urgent need in their dealings with the public of having some stabilized value for the used cars that are turned in to them daily. Heretofore the dealers have been working absolutely in the dark, playing hide and seek with the public—and too often with their own profit account as well.

Another observer, the finance man, has been closely following developments. The discounting of dealer paper in time sales has been attended by some heart burnings, and the tendency is in the direction of a tightening up by the finance companies, especially as regards old, obsolete and orphan cars. As the plan improves the merchandizing methods of the car dealer, and discourages him from mishandling his own car transactions, the finance companies are giving the plan their strong indorsement, and manufacturers who maintain large dealer representation are supporting it for the same reason.

As more than 4,000,000 cars were sold in America last year, three-quarters of them involving trading-in deals, and as most of these cars, following custom, will be knocking at the dealers' doors for re-conditioning and re-sale, it is apparent that considerable importance attaches to the part played by the dealer in better methods of used car merchandising.

Interest for publishers centers in the fact that the plan originated in a trade publication and that it furnishes an example of advertising functioning at its best. Some of the automobile executives herein quoted feel that eventually motor car prices will be carried by the newspapers as regular news, along with quotations on pig iron, stocks, and wheat; but that is looking some distance ahead.

Bureau of Advertising Awards Copy Prizes

THE Bureau of Advertising of the American Newspaper Publishers' Association announces the winners of the contest for prize advertisements for the purpose of selling the newspaper as an advertising medium. The contest, which closed on January 21, elicited from 245 contestants more than 600 pieces of copy.

Carl W. Jones, of the *Minneapolis Journal*, was awarded first prize on the strength of the excellence of a complete campaign submitted by him rather than on a single advertisement. Second prize went to Percy M. Stelle, of Orange, N. J., while the third prize was duplicated in order to award two contestants whose entries were judged of equal merit: Mrs. Elizabeth Dickens Schaffer, Albuquerque, N. M., and O. F. Ballou, Washington, D. C.

The contest was conducted under the direction of T. H. Moore, associate director of the Bureau of Advertising. The jury of award which examined the entries and selected the winners was composed of the following: Joseph H. Appel, advertising manager, John Wanamaker; James O'Shaughnessy, executive secretary of the American Association of Advertising Agencies, and Marlin E. Pew, editor, *Editor & Publisher*.



A Wonderful New Cover—

MOCOTAN

Beautiful
Durable
Flexible
Waterproof
Inexpensive

DIFFERENT from anything ever before offered, MOCOTAN is also far more adaptable because its nature permits using it without any backing whatsoever. For instance, the Newport News Shipbuilding and Dry Dock Company cover shown here is used on their proposals and specifications—individualized by inserting the prospect's name in the upper panel. Note the flexibility—a feature of MOCOTAN Covers.

On the inch-thick Hoosier Catalog, the Florence Stove portfolio, and the Valentine sample book MOCOTAN is used in accordion-style loose leaf binding. The Calumet program was tied in with a cord, no end sheets or lining are needed. If desired, wire stitching can be put right through MOCOTAN.

Use MOCOTAN on your next catalog, booklet, prospectus, or portfolio—a Molloy Made design executed on MOCOTAN will add impressiveness. We shall be glad to send samples and complete information. Write to us.

MOCOTAN is made upon an entirely new principle, without a cloth base—by uniting raw cotton fibre with raw latex (the sap of the rubber tree). Waterproof on both sides—tough—flexible—takes embossing beautifully.

MOLLOY MADE

THE DAVID J. MOLLOY COMPANY

Commercial Covers for Every Purpose

2863 N. Western Ave.
CHICAGO, ILL.

Sales Offices in Principal Cities

Production

THE keyword of America's almost inconceivable growth is PRODUCTION.

The dizzy statistics show that we lead the world in the production of this and that and of most everything.

The reason is that engineers and production men have tackled the job in a wholesale way. They have sought to make a product to conform with most applications and have helped consumers to conform most applications to the product. A two-way process.

Abroad, so they tell me, it is still felt to be good form to make things by hand. Each little part must be filed and hammered and patted and petted into its place.

Over here, no such pampering is indulged in. A few jigs and dies are made; the tireless muscles of an electric motor turn an automatic machine and the parts come gushing out—all beautifully alike and completely interchangeable.

That's production.

But, when it comes to the job of selling, methinks the story is a little different.

But for a few distinguished exceptions, all selling in America seems still to be on a hand-made basis.

Sales strategists must learn to think more in terms of mass production of sales instead of in terms of the individual sale.

Quantity sales-production managers are what we need. To shape sales policies and plans to conform to most opportunities and help most opportunities to conform to the sales policies and plans.

This means, of course, keen sales analysis.

But, it also and decidedly means the multiplying of sales instrumentalities.

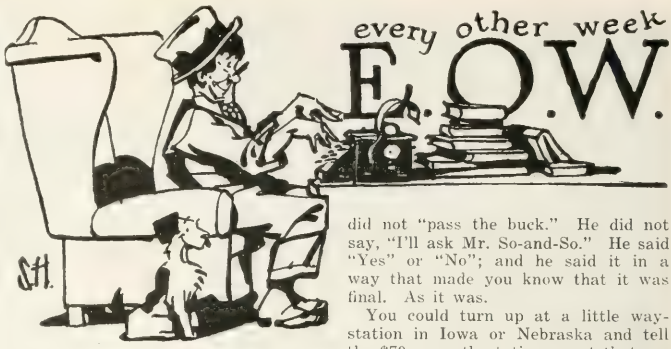
It means not being content in merely skimming the surface with ten or a few salesmen or agents when a hundred or many could happily produce a larger volume.

It means not hiding the light of your advertisements under the bushel of small circulation but letting it shine out to the enlightenment of many readers.

A. R. Mayer.

for
INDUSTRIAL POWER
608 S. Dearborn St.
Chicago, Ill.

INDUSTRIAL POWER is a quantity sales-production tool. How would you like to receive plans, specifications and prices?



A Head for Figures

I wonder, sometimes, if women are ready for Economic Independence. A case in point: Mrs. Jamoc has her own bank account. It is in the nature of an emergency fund and as such, is neither very large nor very active. My guess is that she does not average more than one withdrawal a month; and I doubt if she deposits money as often as that.

On the first of each month she receives a formidable-looking statement from her bank. Usually, I verify it. It would be nearer the truth to say that I try to verify it, for, with the data at hand, it is quite impossible to reach a correct conclusion as to how the account stands. For this reason: Almost never does she make a notation in her check-book of monies deposited; and while her record of withdrawals is somewhat better, it is nothing to boast about. The statement just to hand shows that she has a balance of $563.88. Her bank-book indicates that the amount at her credit is $436.70.

Esprit de Corps

I am in the mood, this morning, to pay heartfelt tribute to a one-time employer of mine.

This employer was a railroad; a corporation without a soul. It was, notoriously, a poor paymaster, and a strict disciplinarian. It did nothing—not a blooming thing—in the way of "welfare work" It issued no employees' magazine. Nor did it offer to buy stock for its employees. Such things as "get-together" meetings were unheard of. Promotion was exasperatingly slow. The president was a hardheaded New Englander and the officers with whom most of us came in contact were quite as hardheaded as the president. Lastly—and for present purposes, most of all—the facilities we were given to work with were, almost always, distinctly inferior to those provided by competing railroads.

But there is not now—and I doubt if there ever has been—as loyally enthusiastic a body of workers as those of the A. B. & C. Railroad. They could—and did—do the impossible; regularly, systematically, as a matter of course.

Ninety-nine times in a hundred the man you talked to, first, had the power to say yes or no. And he said it. He did not "pass the buck." He did not say, "I'll ask Mr. So-and-So." He said "Yes" or "No"; and he said it in a way that made you know that it was final. As it was.

You could turn up at a little way-station in Iowa or Nebraska and tell the $70-a-month station agent that you wanted a special train to Chicago in an hour. He would say, "Uh, huh," ask a few questions, sit down at the telegraph table and "pound brass" a minute or two. Then—"All right! 4:15! Nine hundred and twenty-seven dollars."

This cheerful acceptance of responsibility was the despair of competing railroads. And it explains, more than anything else, why a score or more of America's railroads have, as their presidents, men who were once on the payroll of the A. B. & C.

Men want money. They must have it—to live. They also want power. They must have it—to be happy. My belief is that if they have to choose between little money *and* considerable power, and between considerable money *and* little power, they will take the former.

New York and the Caesars

How many of us know that New York owes at least half its name to the Romans—that York, the English city after which New York is named, was, in the days of the Caesars, called Eboracum? And that the name by which it is now known is merely a contraction or perversion of that word?

A Ray of Sunshine

A Scotch banker, whose acquaintance I made in 1925, writes me as follows: "You have seen from the papers that we have managed to get the miners back to work. What a futile, ruinous business it has all been! I think it is beginning to dawn on a lot of workers that they and their masters have more to gain by working hand-in-hand and pulling together than forever pulling against each other. Everyone hopes that with peace in industry practically assured, 1927 will see British trade getting under way. Competition with the United States and Germany is getting keener every year but that only provides an additional incentive and gives a sporting chance. Britain should prove she is by no means done. A great many people believe that our best plan is to try to develop the Empire as best we can and have a good commercial agreement with each colony. When we export to Europe and the United States, we have to try to overcome a tariff in the first place while other countries can dump most of their goods in here free." JAMOC.

Cutting Sales Costs in the Chicago Market

In the rich, responsive Chicago market where sales opportunities for advertisers are practically unlimited, the Evening American stands as a superior selling force:

BECAUSE it is read by people with purchasing impulse and purchasing power.

BECAUSE it is a HOME newspaper and reaches all members of the family.

BECAUSE its readers have confidence in the news and advertising which it publishes.

Manufacturers and retailers interested in building volume sales at reduced cost during 1927 may do so by CONCENTRATING the bulk of their advertising in the Evening American. By doing this they are assured of reaching more HOMES than can be reached through any other Chicago daily newspaper—and certainly there is no question as to the value of HOME circulation.

CHICAGO EVENING AMERICAN

a good newspaper

Daily average net-paid circulation for 1926 . . . 528,626 copies

Which exceeded that of the second evening paper by 124,348



It's the same D & C Suede Finish

DILL & COLLINS CO'S.
Distributers

ATLANTA—The Chatfield & Woods Company
BALTIMORE—The Baxter Paper Company
BOSTON—John Carter & Co., Inc.
BUFFALO—The Union Paper & Twine Co.
CHICAGO—The Paper Mills Company
CHICAGO—Swigart Paper Company
CINCINNATI—The Chatfield & Woods Company
CLEVELAND—The Union Paper & Twine Co.
COLUMBUS, OHIO—Scioto Paper Co.
CONCORD, N. H.—John Carter & Co., Inc.
DES MOINES—Carpenter Paper Company
DETROIT—The Union Paper & Twine Co.
GREENSBORO, N. C.—Dillard Paper Co., Inc.
HARTFORD—John Carter & Co., Inc.
INDIANAPOLIS—C. P. Lesh Paper Company
JACKSONVILLE—Knight Bros. Paper Co.
KANSAS CITY—Bermingham & Prosser Co.
LOS ANGELES—Blake, Moffitt & Towne
MILWAUKEE—The E. A. Bouer Company
MINNEAPOLIS—Minneapolis Paper Co.
NEW YORK CITY—Marquardt, Blake & Decker, Inc.
NEW YORK CITY—Miller & Wright Paper Co.
NEW YORK CITY—M. & F. Schlosser
OMAHA—Carpenter Paper Co.
PHILADELPHIA—The Thomas W. Price Co.
PHILADELPHIA—Raymond & McNutt Co.
PHILADELPHIA—Riegel & Co., Inc.
PITTSBURGH—The Chatfield & Woods Company
PORTLAND, ORE.—Carter, Rice & Co.
PROVIDENCE—John Carter & Co., Inc.
RICHMOND—Virginia Paper Co.
ROCHESTER, N. Y.—Geo. E. Doyle Company
SEATTLE, WASH.—Carter, Rice & Co.
ST. LOUIS—Acme Paper Company
ST. PAUL—E. J. Stilwell Paper Co.
SALT LAKE CITY—Carpenter Paper Co.
SAN FRANCISCO—Blake, Moffitt & Towne
SPRINGFIELD, MASS.—John Carter & Co., Inc.
TACOMA—Tacoma Paper & Stationery Co.
TAMPA—Knight Brothers Paper Co.
WASHINGTON, D. C.—Virginia Paper Co

MORE than ten years ago, the Wm. F. Fell Company was printing Direct Mail material for the Lehigh Portland Cement Company — four-color process work on antique stock — Suede Finish. In our file of 1926 samples we find larger and more ambitious specimens, printed by the same printer, printed for the same advertiser — and on the same paper, Suede Finish.

If we could plagiarize a well-known advertiser we'd say "such popularity must be deserved." As a matter of fact, can you name any other line of papers, recognized as the finest quality more than a generation ago, still acknowledged by printers and paper users to be without superior today?

Paper fashions change — we have added many new finishes to meet modern commercial needs. But paper quality is as basic a necessity today as a generation ago. D & C papers are made easily available through the strong line of D & C Distributers, reaching from the Atlantic to the Pacific.

DILL & COLLINS
Master Makers (D TRADE MARK) *of Printing Papers*
PHILADELPHIA

In Memory of Stanley Clague

THE Advertising Council of The Chicago Association of Commerce has passed the following resolution in memory of their esteemed vice-chairman, Stanley Clague:

Be it resolved, That the Advertising Council of Chicago hereby spread upon its records this tribute to the memory of Stanley Clague.

In the passing of Stanley Clague the publishing and advertising world of the United States and Canada has suffered the loss of one of its most virile and constructive forces and the power of a personality whose influence will long survive.

As Managing Director of the Audit Bureau of Circulations he labored effectively toward the ideals of truth and sincerity, and aided vastly in lifting journalism to a higher plane of candor and honesty.

As a member of the Advertising Council of Chicago he strove effectively for the upbuilding of higher standards and the promotion of a broader vision of service.

As a representative of the advertising world he emphasized the cardinal virtues of loyalty, untiring industry and lofty integrity.

He was a staunch and tireless advocate of honorable methods in business and the relentless foe of every questionable practice.

In his personal character and social contacts he commanded the sincere respect and spontaneous affection of thousands whose names stand among the leaders of the world in which he labored.

His life stands as an inspiration in its devotion to the best and highest and in its splendid record of achievement.

Be it further resolved, That a copy of this resolution, together with an expression of sincerest sympathy from the Council, be transmitted to Mrs. Stanley Clague and members of the family.

Adopted by the Advertising Council of Chicago, Jan. 26, 1927.

ADVERTISING COUNCIL OF CHICAGO.

Obituary

Matthew J. O'Neill, formerly treasurer and general manager of the Industrial Press of New York, publishers of *Machinery*, and for twenty-six years actively connected therewith, died on Feb. 3, last, after a long illness. In 1924 Mr. O'Neill withdrew from the Industrial Press for the purpose of establishing a business of his own, and purchased *The American Printer*, which he owned at the time of his death.

Mr. O'Neill was fifty-seven years of age when he died. He had long been prominent in the publishing field which he entered in 1898 and his passing is deeply felt by the host of friends he had made in business. He is survived by his wife and one daughter. Requiem mass was held at Holy Trinity Church on the morning of Feb. 5.

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Top of the World!

The Detroit News Again First in Advertising 34,030,570 Lines in 1926

FOR the third year in succession The Detroit News led all other metropolitan newspapers of the world in advertising, exceeding in 1926 its own great record of 1925 by a substantial volume. For 13 years The Detroit News has also been either first, second or third in advertising in America. The volume of advertising printed by The Detroit News in 1926 is the greatest ever published by a metropolitan newspaper having six or seven issues a week. It reflects not only the wonderfully thorough coverage which The News enjoys in Detroit and suburbs, but also its singular appeal to the home dwellers who employ The News as their buying guide, and thus make it the outstanding advertising medium of the world, and one which you can employ to great profit.



How The Detroit News Leads the Leaders

The Detroit News	34,030,570 lines
Chicago Tribune	32,715,561 "
New York Times	29,818,425 "
Washington Star	28,009,824 "
*Baltimore Sun (Evening & Sunday)	26,665,348 "
Los Angeles Times	26,489,386 "
Pittsburgh Press	25,254,684 "
St. Louis Post-Dispatch	25,160,920 "
Miami Herald	24,317,314 "
Columbus Dispatch	22,961,134 "
Los Angeles Examiner	22,953,248 "
Philadelphia Inquirer	21,893,400 "
**Chicago Daily News	21,811,512 "
**Newark News	21,200,163 "
**Philadelphia Bulletin	20,698,656 "

*The Baltimore Sun also carried 9,029,403 lines weekday mornings. **These papers have no Sunday edition.

The Detroit News

The HOME newspaper

Now 365,000 Circulation Sundays

Now 330,000 Circulation Weekdays

TRADE LINOTYPE MARK

NARCISS

NARCISS, the newest of Linotype faces, should meet with wide acclaim because of its versatility as a display face used in combination with the majority of accepted body faces.

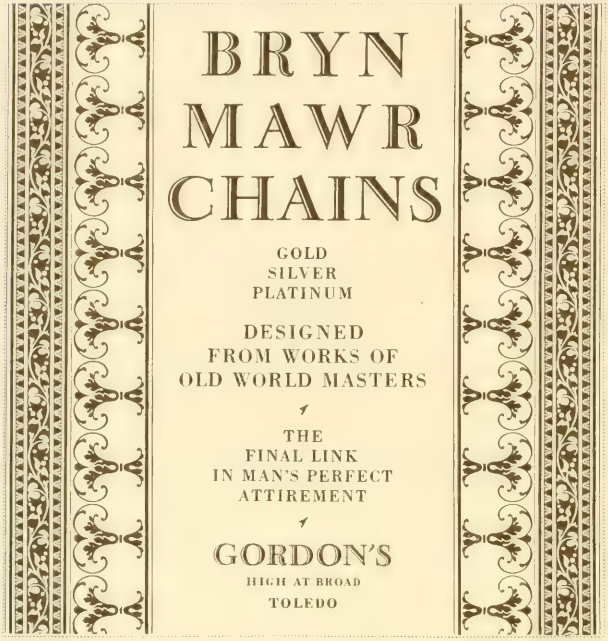
NARCISS might well be termed the "INTERNATIONAL" face because it is FRENCH in style; designed by a GERMAN; blends nicely with ENGLISH *Caslon*, ITALIAN *Benedictine*, *Cloister*, *Bodoni* and FRENCH *Garamond*; and is favored in AMERICA.

There is a striking brilliance in the letters, the result of the well-placed lights, which attracts the eye interestingly to the line, a feature which makes it ideal for advertising.

For almost any work Narciss gives to the body type a refreshing lustre.

Printing plants endeavoring to have at hand types to fulfill every need should most certainly add this beautiful face to their collection.

MERGENTHALER
LINOTYPE COMPANY
Brooklyn, New York
SAN FRANCISCO CHICAGO NEW ORLEANS
CANADIAN LINOTYPE LIMITED, TORONTO
Representatives in the Principal
Cities of the World



A

TRADE LINOTYPE MARK

These six specimens show the versatility of Narciss to blend with any style of design and type face

A

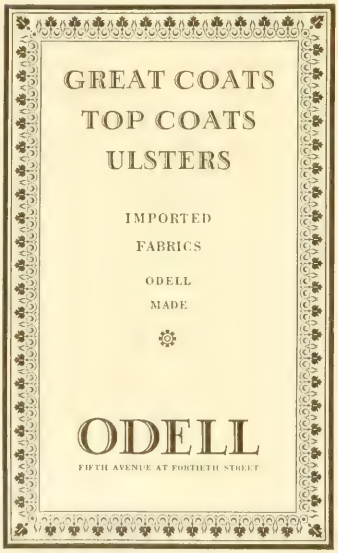
NARCISS & BODONI
Narciss blends with the rich ornateness of this advertisement

B

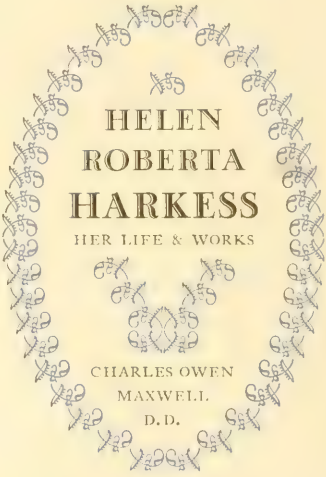
NARCISS & BODONI BOOK
The severity of this advertisement finds Narciss in place

C

NARCISS & CASLON O. F.
Narciss harmonizes with the flowery atmosphere of this design and type. The oval border is produced by casting two units on a line at measured intervals. The two top and bottom lines are overhanging



B



C

LINOTYPE

Bodoni unit No. 1220 is used, mitered, to make the corner designs of the page borders

D

NARCISS & GARAMOND

Narciss has the sparkle to blend with this striking style. In stepping-up the cap line each letter is cast overhanging on a full slug

E

NARCISS & CLOISTER

To the simple type page Narciss gives life

F

NARCISS & BENEDICTINE BOOK

In unusual contrasts Narciss is happy

D

NATTI'S

STRIKING RAIMENT

Whether Milady has many frocks or just a few in her wardrobe ‹‹ she *needs* a NATTI creation of a striking design which suits her style. There are sure to be occasions when a NATTI gown gives the distinction and individuality which the well-dressed woman always desires.

AN EXCERPT FROM THE HISTORY OF

LOMBARD HOUSE

TOLEDO

Printed for Private Distribution

E

HATS

THE PICK OF FINE ITALIAN VELOURS AT A PRICE WAY BELOW THEIR APPEARANCE

$3.50

DORSE

1234 KINGSWAY

F

THE SIZES OF LINOTYPE NARCISS

LINOTYPE NARCISS is made in eight sizes: 10, 12, 14, 18, 21, 24, 30 and 36 point

NARCISS, THE NEWEST OF
Linotype faces, should warrant

36 POINT

WIDE DEMAND BECAUSE OF ITS
versatility as a display face, combining

30 POINT

WITH A MAJORITY OF BODY FACES.
Narciss might very well be characterized as

24 POINT

AN "INTERNATIONAL" FACE BECAUSE IT IS
French in style; designed by a German; blends nicely

21 POINT

WITH THE ENGLISH CASLON, ITALIAN BENEDICTINE,
Cloister, Bodoni and French Garamond; and is used in America.

18 POINT

THERE IS A STRIKING BRILLIANCE IN THE LETTERS, THE RE-
sult of the well-placed lights, which attracts the eye to the line, making

14 POINT

IT SUITABLE FOR ADVERTISING. Narciss gives almost any body type a refreshing lustre. Printing plants endeavoring to have on hand types to meet every need should certainly

12 POINT

ADD THIS BEAUTIFUL FACE TO THEIR collection for they will discover that much of the better class of work entering the plant will be greatly improved and brightened by using this smart face for display headings. Study the examples in the inside carefully.

10 POINT

[PRINTED IN U.S.A.]

The NEWS DIGEST

A complete digest of the news of advertising and selling is here compiled for quick and convenient reference ☞ The Editor will be glad to receive items of news for inclusion in this department ☞ Address ADVERTISING AND SELLING, Number Nine East Thirty-eighth Street, New York City

CHANGES IN PERSONNEL—(*Advertisers, etc.*)

Name	*Former Company and Position*	*Now Associated With*	*Position*
O. C. Harn	National Lead Co., New York, *Adv. Mgr*	Audit Bureau of Circulations, Chicago	*Mgr. Dir.*
Joseph R. Bolton	Retail Millinery Ass'n of America, New York *Business Mgr.*	Advertising Club of New York	*Executive Sec'y*
J. M. Gilbert	McGraw-Hill Pub. Co., Inc., New York	Silvray Co., Inc. New York	*Dir. of Sales*
W. B. Gellatly	Home Owners' Service Institute, Inc. New York, *Adv. Mgr.*	Broderick Firesafe Homes Ass'n, Inc., N. Y.	*Vice-Pres. & Gen. Mgr.*
Peter R. Carney	Remington Arms Co., Inc., New York *Mgr., Pub. Dept.*	Same Company	*Adv. Mgr.*
C. B. Barton	Gainaday Electric Co., Pittsburgh, Pa., *Sec'y*	Same Company	*Vice-Pres. in Charge of Sales*
Lawton Campbell	United States Rubber Co., New York *Adv. Dept.*	Postum Cereal Co. New York	*Adv. Dept.*
H. G. Woodsum	Boston Gear Works Sales Co., Norfolk Downs, Mass., *Adv. & Sales Pro. Mgr.*	Same Company	*Ass't to Mgr.*
William R. Kerrish	Boston Gear Works Sales Co., Norfolk Downs, Mass., *Adv. Dept.*	Same Company	*Adv. Mgr.*
Norman F. Kimball	Foamite-Childs Corp., Utica, N. Y. *Ass't Gen. Sales Mgr.*	Same Company	*Adv. and Sales Pro. Mgr.*
Walter Stevens	Thomas A. Edison, Inc., and the Edison Storage Battery Co., West Orange, N. J., *Vice-Pres. and Export Mgr.*	Resigned	
J. Turner	"News" and "Herald," Birmingham, Ala.	Barber-Greene Co. Aurora, Ill.	*Pub. Dept.*
George C. Hubbs	Nash Motor Co., Kenosha, Wis. *Sales Mgr., Ajax Div.*	Durant Motors, Inc. New York	*Executive Staff*
J. J. Lawler	The Koch Co., Inc., Milwaukee, Wis. *Vice-Pres.*	Same Company	*Pres.*
K. Collins	Fuller & Smith, Cleveland	R. H. Macy & Co., Inc. New York	*Adv. Mgr.*
C. S. Dennison	The Texas Co., New York, *Foreign Adv. Mgr.*	General Motors Fxport Co., New York	*Adv. Staff*
C. D. Terrel	American Car & Foundry Co., Detroit *Ass't Vice-Pres.*	Same Company	*Vice-Pres.*, Chicago
Paul H. Nystrom	Associated Merchandising Corp., New York *Director*	Resigned	
O. L. Harrison	Dayton Engineering Laboratories Co. Dayton, *Gen. Mgr.*	Delco-Remy Corp. Detroit	*Sales Mgr.*
T. P. Archer	Ternstedt Mfg. Co., Detroit, *Vice-Pres*	Same Company	*Pres. & Gen. Mgr.*
O. Ryan, Jr.	The Celotex Co., Chicago, *Adv. Mgr*	Same Company	*Ass't Sales Mgr.*
F. B. Walker	Dodge Bros., Inc., Detroit *Ass't Gen. Sales Mgr.*	H. H. Franklin Mfg Co. Syracuse, N. Y.	*Gen. Sales Mgr.*
S. Kerk	Pacific Railways Adv. Co., San Francisco *Service Dept.*	Sperry Flour Co San Francisco	*Adv. Mgr.*
John J. Quinn	Pinaud, Inc., New York, *Sec'y*	Same Company	*Vice-Pres.*
Madeline Bohannon	Pepperell Mfg. Co., Boston, Mass	Same Company	*Ass't Adv. Mgr.*
George L. Brown	J. C. Penney Co., New York, *Sales Dept*	The Ross Stores, Inc New York	*Executive Vice-Pres.*
F. P. Connolly	Valentine & Co., Chicago, *Sales Dept.*	Same Company	*Adv. Mgr.*

CHANGES IN PERSONNEL—(*Agencies, etc.*)

Name	*Former Company and Position*	*Now Associated With*	*Position*
R. B. McDaniel	Westinghouse Electrical & Mfg. Co., Pittsburgh *Mgr. Pub. Div. Pittsburgh District*	Ketchum, MacLeod & Grove, Inc., Pittsburgh	*Acc't Executive*
E. Walter Mockler	"New York Commercial," *Editorial Staff*	Albert Frank & Co., New York	*Copy*
Ben S. Trynin	Free Lance, New York	Wales Adv. Agcy, New York	*Copy Chief*
B. L. Cochrane	Chicago Flexible Shaft Co., Chicago	Geo. J. Kirkgasser & Co Chicago	*Copy*
Reed Landis	Ball Bros. Co., Muncie, Ind., *Adv. Mgr*	Arnold Joerns Co. Chicago	*Vice-Pres. & Gen. Mgr.*
Geo. P. Shutt	Street & Finney, New York	Lyddon & Hanford, Inc. New York	*Acc't Executive*
Merrill Rogers	The Corman Co., New York, *Copy Chief*	Calkins & Holden, Inc. New York	*Copy*

THE DEVELOPMENT OF A NEW INDUSTRY

of a series—the THIRD



From Meters to Motors—
from stair treads to turbines—
what you make you can sell here

IN DIVERSITY of equipment used, of raw materials converted into finished products, few markets can boast the potential offered by the Process Industries.

And through a related technique in the application of "basic processes," equipment necessary for production of one manufactured product finds a kindred utility in the manufacture of another product as different as chalk is from cheese.

But this common technique, this process interest not only links together a vast number of diversified industries into the "Process Industry" group but consolidates a tremendous buying field for intensive cultivation.

If your product effects an economy in time, labor, power, maintenance or fuel, the Process Industries are a vast market for you.

With a concentrated buying power invested in a few officials in each organization, the cost of selling these industries can be kept reasonably low. Because, back of a limited number of salesmen all you need in the way of publication advertising is an intensive campaign in the one paper on which the worthwhile production men in the Process Industries (your buyers) depend —*Chemical & Metallurgical Engineering.*

CHEMICAL
& METALLURGICAL
ENGINEERING

A McGraw-Hill Publication

Tenth Avenue at 36th Street, New York, N. Y.

Advertising & Selling · **The NEWS DIGEST** · Issue of Feb. 9, 1927

CHANGES IN PERSONNEL—(*Agencies, etc., continued*)

Name	Former Company and Position	Now Associated With	Position
Louis Cohn	Artemus Ward, Inc., New York *Mgr. Dir., Contract Dept.*	Resigned	
Arthur Cohn	Artemus Ward, Inc., New York	Same Company	*Mgr. Dir. Contract Dept.*
L. Meriwether, Jr.	General Outdoor Adv. Co., New York	Chappelow Adv. Co. St. Louis	*Contract Dept.*
A. H. Onthank	Dept. of Commerce, *Chief of the Domestic Commerce Div.*	George Harrison Phelps Inc., Detroit	*Dir. of Research & Marketing*
H. P. Vieth	George Batten Co., Inc., New York	The Geyer Co., Dayton Ohio	*Field Service*
M. Gibbons-Neff	Dill & Collins, Phila., *Adv. Mgr.*	Charles Paist Co., Phila.	*Prod. Mgr.*
J. E. Finneran	Gardner Adv. Co., St. Louis *Mgr., St. Louis Office*	Same Company	*Executive in New York Office*
J. Jensen	The Williamson Heater Co., Cincinnati *Adv. Mgr.*	Henri-Hurst & McDonald Chicago	*Copy*
J. H. Chipman	Houghton Mifflin Co., Boston, *Sales Dept.*	Doremus & Co., Boston	*Acc't Executive*
S. M. Foster	Curtis Publishing Co., *New York Adv. Office*	Doyle, Kitchen & McCormick, New York	*Acc't Executive*
Frank R. Faruham	Frank Seaman, Inc., New York, *Acc't Executive*	William H. Rankin Co. New York	*Copy*
Gordon H. Cilley	Cilley & Sims, Inc., Phila., *Pres.*	Resigned	
John C. Sims	Cilley & Sims, Inc., Phila., *Vice-Pres.*	Same Company	*Pres.*
J. G. Lieper, Jr.	Cilley & Sims, Inc., Phila., *Sec'y.*	Same Company	*Vice-Pres.*

CHANGES IN PERSONNEL—(*Media, etc.*)

Name	Former Company and Position	Now Associated With	Position
Charles R. Johnson	"Petroleum World," Los Angeles, Cal. *Sales Pro. Mgr.*	Same Company	*Business Mgr.*
V. S. Anderson	"Baltimore American," *Eastern Adv. Mgr.* New York	"New York Masonic Outlook," New York	*Adv. Staff*
Albert Neaze	Barton, Durstine & Osborn, Inc., New York	"The Independent" Boston	*Eastern Adv. Rep., New York*
Robert W. Zinn	"Marine Engineering & Shipping Age," New York, *Circulation Dept.*	Same Company	*Salesman*
T. F. Rutledge, Jr.	"Marine Engineering & Shipping Age," New York, *Salesman*	Resigned	
Charles S. Anderson	Condé Nast Publication, New York	"Cosmopolitan" Magazine, New York	*Adv. Sales*
William F. Oakley	American Press Association, New York *Eastern Adv. Mgr.*	Benjamin & Kentnor Co. New York	*Member of Staff*
I. H. Young	"Columbus Dispatch," Columbus, Ohio	Same Company	*Mgr. Market Information and Service Bureau*
Wallis Howe, Jr.	The Atlantic Publications, New York	Same Company	*Eastern Mgr.*
William H. Capelle	"Vogue Fashion Bi-Monthly," New York	"The Butterick Quarterlies	*Adv. Staff*
R. H. Scott	Carter Electric Co. *Adv. Dept.*	"Georgian," Atlanta	*Ass't to Pub.*
H. E. McManus	"American," Baltimore, *Head Adv. Dept.*	"News," Baltimore	*Adv. Mgr.*
A. Kleberg	Valentine & Co., New York, *Adv. Mgr.*	"Liberty," New York	*Eastern Adv. Staff*
C. L. Pancoast	Charles C. Green Adv. Agcy., Inc., New York *Vice-Pres.*	The New York Times," New York	*Nat'l Adv. Mgr.*
H. A. Rouser	"Sentinel," Knoxville, Tenn. *Business Mgr.*	"Observer," Charlotte, N. C.	*Adv. Staff*
Harold B. Finnell	McMillan Co., New York	"The New York Times," New York	*Adv. Staff*
J. M. Schmid	"News," Indianapolis, Ind., *Business Mgr.*	Hearst Newspapers, Chicago	*Circulation Dept.*
J. M. Haskell	"Dry Goods Merchant Trade Journal," Des Moines, Ia., *Eastern Adv. Mgr.*	Same Company	*Vice-Pres. & Eastern Mgr., New York*
J. L. Berry	Saturday Night Press, Inc., Detroit *In Charge of Order Dept.*	Same Company	*Sales Staff*
C. C. Kuh	"New York Times Midweek Pictorial" *Adv. Mgr.*	Harper's Magazine New York	*Adv. Staff*

CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS

Name	Address	Product	Now Advertising Through
Philadelphia Storage Battery Co.	Philadelphia	"*Philco*" *Automobile Batteries and Radio Socket Powers*	The Eugene McGunkin Co., Phila.
The Universal Cooler Corp.	Detroit	"*Universal*" *Coolers*	Austin F. Bement, Inc., Detroit
National Biscuit Co.	New York	"*Uneeda*" *Biscuits* "*Nabisco*" *and other Baking Products*	Calkins & Holden, Inc., New York
The Rubberset Co.	Newark, N. J.	*Brushes*	Steuerman Service, New York
Vita Glass Corp.	New York	*Glass*	N. W. Ayer & Son, New York
A. Jaeckel & Co.	New York	*Furs*	Michaels & Heath, Inc., New York
The Pyott Foundry Co.	Chicago	*Cast Iron Pulleys*	Bellamy-Neff Co., Chicago



FOR ½ CENT APIECE

advertisers can place a full page beautifully illustrated rotogravure announcement in 320,000 homes in specified areas in the New York metropolitan district through

THE NEW YORK TIMES SUBURBAN ROTOGRAVURE

Picture Sections, tabloid size

Intensified local interest and therefore *attention*—The New York Times quality of readers—the prestige and confidence which The Times advertising columns create—the beauty of rotogravure—a greater suburban circulation than any other quality medium.

First issued in May, 1926—total volume of rotogravure advertising in the eight months of first year, 255,238 agate lines. The four sections are:

NEW JERSEY
BROOKLYN AND LONG ISLAND
WESTCHESTER AND CONNECTICUT
BRONX, HARLEM, WASHINGTON HEIGHTS

Advertising rate 45 cents an agate line each section. $1.60 for all four sections

The most economical purchase for national advertisers who wish to focus their appeal upon the suburban area.

The New York Times

The total net paid sale of The New York Times Sunday edition greatly exceeds 650,000 copies.

Advertising & Selling · The NEWS DIGEST · Issue of Feb. 9, 1927

CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS (*Continued*)

Name	*Address*	*Product*	*Now Advertising Through*
Architectural and Allied Arts Exposition	New York	*Art Exposition*	The Paul Cornell Co., Inc., New York
Fruitatives, Ltd.	Ottawa, Can., and Ogdensburg, N. Y.	*Proprietary Medicine*	Charles C. Green Adv. Agcy., Inc., New York
Garrett & Co.	Brooklyn	*Proprietary Medicine*	Charles C. Green Adv. Agcy., Inc., New York
The A. Fisher & Son Co., Inc.	Stoneham, Mass.	*Shoes and Slippers*	S. A. Conover Co., Inc., Boston
Derry-Made Products, Inc.	Boston	*"Derry-Made" Mattresses*	The Wilson Adv. Agcy., Boston
American Radiator Co	New York	*"Ideal Gas Boilers"*	Hommann & Tarcher, Inc., New York
American Gas Products Corp	New York	*Gas-Fired Radiators*	Hommann & Tarcher, Inc., New York
The New York School of Interior Decoration	New York	*School*	The Paul Cornell Co., Inc., New York
Loft, Inc.	New York	*Chocolate Malted Milk*	Wm. Rankin Co., Inc., New York
Tom Wye, Inc.	Winchendon, Mass.	*Men's Sweaters*	William B. Remington, Springfield, Mass
Charles W. Poulson & Sons Carpet Co., Inc.	New York & Phila.	*"Claridge" Seamless Carpet*	Joseph E. Hanson Co., Inc., Newark
The Fairfield Engineering Co	Marion, Ohio	*Conveying Machinery*	The Jay H. Maish Co., Marion, Ohio
Roddis Lumber & Veneer Co	Marshfield, Wis.	*Lumber*	Freeze & Vogel, Inc., Milwaukee
Sun-Ray Lighting Products, Inc.	New York	*Lighting Fixtures*	C. J. Oliphant Adv. Agcy., Inc., New York
J. H. Little, Inc.	New York	*Furniture*	Brown Adv. Agcy., Inc., New York
Reliance State Securities Co.	Oak Park, Ill.	*Investment Banking*	Hurja-Johnson-Huwen, Inc., Chicago
Eastern Steamship Lines, Inc.	New York	*Transportation*	Albert Frank & Co., New York
The Barnes Mfg. Co.	Mansfield, Ohio	*Pumps*	The Lee E. Donnelly Co., Cleveland
The Cole Nursery Co.	Painesville, Ohio	*Trees*	A. T. De La Mare Horticultural Adv. Agcy., New York
James Good, Inc.	Philadelphia	*Weed Killer, Insecticides and Chemicals*	A. T. De La Mare Horticultural Adv. Agcy. New York
Hampton Auto Top Metal Co.	Springfield, Mass.	*Automobile Tops*	The Francis M. Waters Adv. Agcy., Springfield, Mass.
Griggs, Cooper & Co.	St. Paul	*Groceries*	Greve Adv. Agcy., St. Paul
The Hayward Hosiery Co.	Ipswich, Mass.	*Hosiery*	John W. Queen Co., Boston
The Platt Drug Co	Chicago	*Drugs*	Wolff-Curwitt Adv. Agcy., Chicago
Asam Brothers	Philadelphia	*Wallpaper*	Bloomingdale-Weiler Adv. Agcy., Phila.
The Manifold Supplies Co.	Brooklyn, N. Y.	*"Panama" Typewriter Ribbons and Carbon Papers*	C. P. McDonald Co., Inc., New York
Hy-Style Garment Mfg. Co.	Detroit	*Clothing*	The Fred M. Randall Co., Detroit
"Nation's Business"	Washington, D. C.	*Publication*	Campbell-Ewald Co., New York
Roach Appleton Co.	Chicago	*Electrical Supplies*	Turner-Wagener Co., Chicago
The Wolff Mfg. Corp.	Chicago	*Plumbing Fixtures*	Aubrey & Moore, Inc., Chicago
Simplex Piston Ring Co. of America	Cleveland	*Piston Rings*	Geo. F. Lees, Cleveland
Commercial Milling Co.	Detroit, Mich.	*Cake & Pancake Flours*	H. K. McCann Co., Cleveland
Langenberg Mfg. Co.	St. Louis	*Furnaces*	Chappelow Adv. Co., St. Louis

NEW ADVERTISING AGENCIES AND SERVICES, ETC.

The Art Directors Service, Inc.	Chicago	*Commercial Art*	F. W. Boulton, L. I. Wylie, W. R. Maxwell and W. J. Phalen, Jr.
Cooper Advertising	Santa Monica, Cal.	*Advertising*	W. O. Cooper

PUBLICATION CHANGES AND APPOINTMENTS

"Town & Country," New York	Has appointed J. C. Kelly, Boston, as its New England Advertising Representative.
"Reporter," Dover, Ohio	Has appointed the Benjamin & Kentnor Co., New York, as its National Advertising Representative. Effective Feb. 18.
American Newspapers Publishers Association, New York	Announces that the "Daily Jeffersonian," Cambridge, Ohio, has been elected to membership.
"Daily Times," Pekin, Ill.	Has been sold by C. N. Gunderson to C. C. McNaughton, publisher of the "Daily News," Bickell, Inc.
"Times" and "News," Hendersonville, N. C.	Have merged into the "Times-News." It will be issued as an afternoon paper daily, except Saturdays, and in the morning on Sundays.
"Times," Palm Beach, Fla.	Has been sold by the Southern Publishing Company headed by Frank P. Fildes.
"Morning Star," Wilmington, N. C.	Has been sold to the Page estate. The Page estate owns and publishes the "Herald," Bradentown, Fla., and the "Ledger," Columbus, Ga.
"Herald," Tyrone, Pa.	Appoints Lindenstein-Kimball, Inc., New York, as its National Advertising Representative.

MISCELLANEOUS

Albert Frank & Co., New York	Is opening a Pacific Coast office at 507 Montgomery Street, San Francisco. E. E. Albertson will be in charge.
Electric Refrigeration Department, General Electric Co.	Has established its general headquarters in Cleveland. Offices have been opened in the Hanna Bldg.
G. H. Bass & Co., Wilson, Me., Shoe Manufacturers	Have purchased the W. C. Russell Moccasin Co., Berlin, Wis. The latter company makes "Never-Leak" boots.

Published monthly, supplemented with bulletins and covers daily newspapers, farm papers, general magazines and business papers

To Select the Proper Advertising Mediums

you need

STANDARD RATE & DATA SERVICE

It gives up-to-the-minute information on rates, discounts, color and cover charges, special positions, classified advertising and reading notices, closing dates, page and column sizes—and circulations on publications in the United States and Canada.

The rate cards and circulation statements are practically duplicated and placed in one convenient volume.

USE THIS COUPON

Special 30-Day Approval Order

STANDARD RATE & DATA SERVICE,
536 Lake Shore Drive,
Chicago, Illinois. .....192.....

GENTLEMEN: You may send to us, prepaid, a copy of the current number of Standard Rate & Data Service, together with all bulletins issued since it was published for "30 days" use. Unless we return it at the end of thirty days you may bill us for $30.00, which is the cost of one year's subscription. The issue we receive is to be considered the initial number to be followed by a revised copy on the tenth of each month. The Service is to be maintained accurately by bulletins issued every other day.

Firm Name ..... *Street Address* .....

City ..... *State* .....

Individual Signing Order ..... *Official Position* .....

Advertising & Selling · The NEWS DIGEST · Issue of Feb. 9, 1927

MISCELLANEOUS (*Continued*)

J. M. Daiger, Inc., Baltimore Advertising Agency	Has opened a Washington, D. C. office. J. P. Daiger is in charge.
Tucker & Scheuerman Co., Inc., Lithographers, Long Island City, N. Y.	Name changed to the Tucker Lithograph Co., Inc.
Knox Hat Co., New York	Has purchased an interest in the Long Hat Stores, a retail chain operating in New York, Philadelphia and throughout the East. This purchase involves no change in the Long Hat Stores management.
The American Telephone & Telegraph Co. and A. G. Spaulding & Bros., New York	Have been elected to membership in the Association of National Advertisers.
Cilley & Sims, Inc., Philadelphia	Name changed to the John Clark Sims Co.
The Sunstrand Adding Machine Co. Rockford, Ill.	Has been taken over by the General Office Equipment Corp., New York, and will operate as a division of the latter corporation.

CHANGES IN ADDRESSES

Advertising Agencies and Services, Publications, etc.

Name	*Business*	*From*	*To*
Arthur Rosenberg Co., Inc.	Advertising	110 W. 34th St., New York	15 W. 37th St., New York
Wm. G. St. Clair Co.	Advertising	Witherspoon Bldg., Phila.	Real Estate Trust Co. Bldg., Phila.
Devlin, Merrill, Price & Bennett, Inc.	Advertising	Wrigley Bldg., Chicago	180 No. Michigan Ave., Chicago
Newell-Emmett Co.	Advertising	120 West 32d St., New York	40 East 34th St., New York
The John F. Murray Adv. Agcy., Inc.	Advertising	598 Madison Ave., New York	Ley Bldg., Madison Ave., & 57th St., New York
The Adkay Co., Inc.	Advertising	1393 B'way, New York	242-244 West 41st St., New York

Read by More Than Four Out of Five Milwaukee Families!

Sell It Through "The Motorists' Newspaper"

JUST as completely as The Milwaukee Journal covers The Milwaukee-Wisconsin market for advertisers in every other classification, this newspaper exerts an automotive selling influence unique in the national field. No other American newspaper maintains such a close personal contact with motorists as The Milwaukee Journal.

A National Institution

The Milwaukee Journal Tour Club is the largest motoring organization of its kind in the world—with 32,000 members from 44 states who pay dues of $1 a year. 250,000 road information and travel inquiries are answered by letter, wire and in person by The Tour Club service headquarters each season. The travel write-ups and road bulletins in The Journal by "Brownie," The Tour Club pathfinder, have a reader following among more Milwaukee and Wisconsin motorists than any other publication in the world.

The most successful advertisers in all lines, from automobiles to women's wear, concentrate their Milwaukee appropriations in The Journal for best results.



At the Secretary of State's branch automobile license bureau in The Journal Building.

THESE automotive advertisers invested more in The Journal in 1926 than in the other two Milwaukee papers combined.

Automobiles

Auburn	*Case	White Truck
Jordan	Buick	Franklin
Pontiac	Ford	Packard
Chrysler	Reo	Chevrolet
Hupmobile	Moon	Studebaker
Paige-Jewett	Cadillac	Stearns-Knight

Hudson-Essex — Wills Ste. Claire
*Big Brute Truck — *Stewart Truck
Pierce-Arrow Truck — Rolls-Royce
General Motors (Institutional)

Auto Accessories

Champion Spark Plugs	Pines Winterfront
*Exide Batteries	*Michelin Tires
Globe Batteries	*Pyrac Products
*Racine Tires	*Imperial Primer
U. S. Tires	Simoniz
Prest-O-Lite Batteries	*Semdac
*Willard Batteries	*Whiz
Goodrich Tires	Veedol Oils
*Pennzoil	*Ivo

*Pittsburgh Plate Glass

*Weed Tire Chains	*Panyard Piston Rings
Gabriel Snubbers	*Pyrene Products
*Gargoyle Mobiloil	Texaco Products

*Indicates exclusive advertisers

THE MILWAUKEE JOURNAL

FIRST BY MERIT

More Than a Half Million Readers Throughout Wisconsin!



[1] If you sell a product or service used in either the construction or maintenance of any character of building, the building supply dealers are the logical source of distribution.

[2] If you sell a product or service that can be profitably used in the handling or distribution of any building supply, the building supply dealers represent a large and profitable market.

[3] If you want to know about this field of building supply dealers; the market that it represents; how to sell it; the kind and extent of coverage that Building Supply News gives or any other information, an inquiry will bring the facts promptly.

Member: A. B. C. and A. B. P.

INDUSTRIAL PUBLICATIONS, Inc. 407 South Dearborn St., CHICAGO - Cleveland - New York

NEWS and comment about The Chicago Tribune, *zone marketing, advertising, and Chicagoland . . . . prepared by the* Chicago Tribune *Business Survey.*

Agate Lines.....After Eighty Years.....
Adventure.....Analyzing the Media.....
World's Record..Stories..Six Million People

World's Greatest Newspaper

During 1926, The Chicago Tribune printed 32,715,561 agate lines of advertising. This is 10,904,040 more lines than the second Chicago newspaper; 18,989,078 more than the third newspaper; and 10,725,693 more than the fourth Chicago newspaper.

After Eighty Years.....

AND now the Tribune is a self-contained organization controlling its raw material, operating its own plants. Tribune ships move Tribune pulpwood from Tribune timberlands to Tribune paper mills.

With the Tribune Tower scarcely completed, 40,000 square feet of new pressroom space has been constructed to keep pace with The Tribune's circulation growth. The organization which in 1914 employed 1,400 men, today employs 6,000.

Today the Tribune carries more advertising, circulation considered, than any other publication on earth. During 1926, the total swelled to more than twice what it was ten years ago. Back of this growth is a story of perseverance, of confidence in the future of the Chicago Territory and in the power of The Tribune to sell merchandise.

Next June the Chicago Tribune will celebrate its 80th anniversary. Organizations come and go. How many other companies can you think of that have enjoyed EIGHTY years of such continuous, sound expansion?

* * *

Adventure

ADVENTURE quickly changes its habitat. If Richard Harding Davis or Richard Henry Little or Rudyard Kipling or any of the famous old-time special correspondents could return to the scenes of their most stirring adventures, they would probably find things quiet, regular, even dull. Cuba, the Philippines, South America, Egypt, India, Africa—fountains of reportorial inspiration a generation back—are simply memories to the Soldier of Fortune.

China is the new theater of action. Adventure stalks in every valley, mountain pass and ancient city. One Tribune correspondent, traveling thousands of miles, in sampan, afoot, by chair, on stretcher, and horseback, helped to rescue a captive missionary. Another Tribune correspondent was held for ransom by Chinese bandits. Charles Dailey, who covers the northern half of China for The Tribune, has had a succession of adventures such as have befallen few correspondents.



CHARLES DAILEY, *The Tribune's Chinese correspondent, secretly entered a beleaguered Chinese City . . . was caught in a river crush where hundreds were drowned . . . wounded by Chinese soldiers . . . arrested . . . escaped . . . thrown into the turbulent Yangtze river . . . all in a single day's work of getting the news for Tribune readers.*





SIDNEY SMITH—*impresario comique to the nation. 430 daily and Sunday newspapers buy the Gumps from the Tribune and print this comic in their own columns. Andy thus has a following of 25 million readers.*

How Do You Analyze the Media You Buy?

An eastern shoe manufacturer wanted to get his own facts about newspaper reading habits in Chicago. He distributed cards to customers in his Chicago stores, asking that they state what Chicago newspapers they read regularly.

584 (76%) checked The Tribune
368 (47%) checked the American (evening)
204 (38%) checked the News (evening)
201 (26%) checked The Herald Examiner
53 (7%) checked The Journal (evening)
36 (4%) checked The Post (evening)

Note that with the preponderance of Tribune readers, there are more persons reading the two morning newspapers than read the four evening papers.

Of the 584 persons who read The Tribune
251 (43%) read The American
247 (42%) read The News

The Tribune enabled this manufacturer to reach as many of his customers as the News and American combined, *at a cost of 45 cents less per agate line.*

* * *

World's Record

SIX thousand miles of telegraph wire were used by the National City Company recently to send an investment advertisement simultaneously to eight cities. The ad then was relayed to newspapers in sixty cities. It is said to be a world's record in telegraph hookup for investment advertising purposes.

The advertisement announced the $6,000,000 McCrory Stores debenture issue. The 5,000-word message including the ad and instructions was received simultaneously in Chicago, Cleveland, Detroit, Houston, Los Angeles, San Francisco, New Orleans and Atlanta.

The Chicago Tribune, of course, carried the advertisement. The Tribune carries nearly as much financial advertising as all other Chicago newspapers combined. In millines (figuring circulation as well as lineage), The Tribune carries approximately 70% of all financial advertising in Chicago.

* * *

Distinctive Stories

Edward J. O'Brien, recognized authority on the short story, in his 1926 list mentions five Tribune short stories as among the most distinctive of the year. They were:

WILL AND THE WAY. *by Frank Swinnerton*
MUSA OF THE SEVEN GOATS.....*by Achmed Abdullah*
NAPOLEON WAS A LITTLE MAN.....*by Booth Tarkington*
DUMMY.....*by Courtney Ryley Cooper*
YOU GOTTA EXPECT THE WOIST.....*by Achmed Abdullah*

Tribune fiction helps make advertising in the Sunday rotogravure magazine so productive.

* * *



COURTNEY RYLEY COOPER, *former Tribune reporter, whose story "DUMMY" was mentioned among the best of 1926.*

* * *

Six Million

Chicago a city of 6,000,000 persons in 1952!

So estimates George M. Reynolds, chairman of the board of directors of the Continental and Commercial National Bank of Chicago. His figures are based on the growth of population and of bank deposits during the last quarter of a century.

When Chicago is a city of 6,000,000 will you have built an enduring structure of good will for your product in this market?

1927 is The Chicago Tribune's eightieth year. And its present day vigor is such that during the year just closed The Tribune gained more in advertising and more in circulation than any other Chicago newspaper. And it was at the top to start.

Young men control the destinies of The Chicago Tribune. The Tribune organization is one of energy, imagination, vision.

Advertising & Selling

PUBLISHED FORTNIGHTLY



Drawn by Guy Arnoux for Ovington's

FEBRUARY 23, 1927 15 CENTS A COPY

In this issue:

"Our Dealer-Pays-a-Share Policy Works" By MARSHALL B. CUTLER; "A True Word Spoken in Satire" By EARNEST ELMO CALKINS; Harvard Advertising Awards; "How to Raise Funds for An Association Campaign"; "Advertising's Sophisticated Quacks" By JOHN BENSON; "The News Digest" on Page 52

46 Photogravure Pages in ONE YEAR

THE largest schedule of gravure advertising ever used in the United States in one newspaper is that of the John M. Smyth Company one of Chicago's pre-eminently successful furniture merchants established in 1867, appearing in the Saturday Photogravure Section of The Chicago Daily News. 46 full pages were used in the first year, in addition to black and white space of 51,988 agate lines. The maintenance of this same schedule in the second year, now in its sixth month, verifies the power of this Section to produce large returns.

Publishing 90% of All Local Gravure Advertising in Chicago

The Saturday Photogravure Section of

THE CHICAGO DAILY NEWS

Average net paid circulation of the Photogravure Section in January 1927. 654,936

Published every other Wednesday by Advertising Fortnightly, Inc., 9 East 38th St., New York, N. Y. Subscription price $3.00 per year. Volume ... No. 9. Entered as second class matter May 7, 1923, at Post Office at New York, under Act of March ..., 1879.

Two RUTHLESS ASSASSINS



–that lurk in your MOTOR

· · · HEAT and FRICTION · · ·

A VICIOUS pair, those two assassins! No motor is safe from them. There is no victim they prefer to an innocent, month-old motor—unless it be an elderly motor on the shady side of fifty thousand miles. Pampered limousines, mud-freckled roadsters, giant trucks—all are fair prey for those two. And they work so quietly, so slyly, car-owners are often lulled into a false sense of security.

Every minute you drive, Heat and Friction lurk there in your motor, waiting ceaselessly for a chance to maim a cylinder, cripple a bearing, or hasten your motor to an untimely end. And only your motor-oil prevents those two assassins from doing damage.

Why many oils fail

When a motor-oil goes into action it is no longer the cool, gleaming liquid that you see poured into your crankcase. Only a thin *film* of the oil actually holds the fighting line. This film covers all the vital parts of the motor and comes between all the whirling, flying metal surfaces. As long as that protective film remains unbroken, the motor is safeguarded from destructive heat and friction.

But the *oil film itself* is subjected to terrific punishment. It must withstand searing, scorching heat — and tearing, grinding friction.

Far too often, ordinary motor oil fails. The film, under that two-fold punishment, breaks and burns, leaving vital motor parts exposed. Hot, unprotected surfaces chafe against each other. Wherever heat attacks the raw metal. Insidious friction begins its work of destruction.

Then, before you even know your motor-oil has failed, you have a seized piston, a scored cylinder or a burned-out bearing. And you pay big repair bills.

The "film of protection" that does not fail

Tide Water technologists spent years in studying not oils alone, but oil-*film*. Finally they perfected, in Veedol, an oil that offers the utmost resistance to deadly heat and friction. An oil which gives the "film of protection," *thin as lace, smooth as silk, tough as steel.*

In fast increasing thousands, car owners are learning that the Veedol "film of protection" is a motor's most steadfast defender. Stop, today, at the first orange and black Veedol sign and have your crankcase drained and refilled with the correct Veedol oil for your particular motor.

Tide Water Oil Sales Corporation, 11 Broadway, New York. Branches or warehouses in all principal cities.



The FILM of PROTECTION

An advertisement prepared for the Tide Water Oil Sales Corporation

Advertising's best sellers

The man in the street doesn't get excited about philosophy, But call it "The Story of Philosophy," people it with human, lively characters and you have—a best seller.

The man in the street doesn't give a thought to bacteriologists. But call them "Microbe Hunters," make them adventurers, and you have—a best seller.

The man in the street doesn't care about biology. But call it "Why We Behave Like Human Beings," write it in popular newspaper fashion, and you have—a best seller.

The man in the car doesn't think about motor oil. But call it the "Film of Protection," write it as a mystery story, and you have—a best seller.

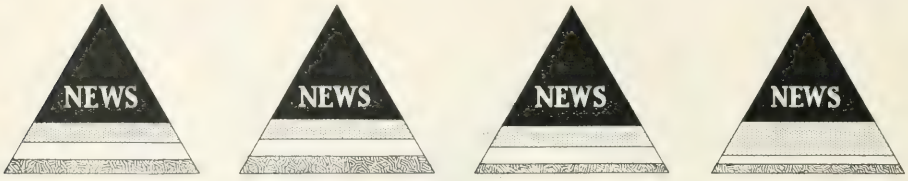
To interested executives we will gladly send notable examples of advertising that has succeeded in lifting difficult subjects out of the welter of mediocrity, and has turned them into —best sellers.

Joseph Richards Company, Inc., 253 Park Avenue, New York City.

RICHARDS

FACTS FIRST · · · · THEN ADVERTISING

The triangles below each represent all the newspaper advertising in Indianapolis—*all* of it. The black segment of each is the portion carried by The News alone, in its six issues a week, compared with the thirteen issues a week of all other Indianapolis newspapers combined:



Total Advertising NEWS 49%

Local Display NEWS 48%

National Advertising NEWS 52%

Classified Advertising NEWS 48%

Advertisers prefer The Indianapolis News—decisively. Expressed in dollars instead of agate lines, their preference for The News is even more overwhelming.

This is the voice of experience. It convinces beyond all doubt or cavil.

THE INDIANAPOLIS NEWS

New York, DAN A. CARROLL
110 East 42nd Street

FRANK T. CARROLL, *Advertising Director*

Chicago, J. E. LUTZ
The Tower Building

Everybody's Business

By Floyd W. Parsons

STRANGER than fiction! Even that but weakly describes current developments in world industry. Nowhere on earth is there anything that equals in dramatic value today the simple facts of scientific achievement. A piece of cheese tossed by one workman at another during the lunch hour missed its mark and dropped into the plating bath used in the production of copper disks from which wax phonograph records were stamped. Later the disks from that bath were found to be far superior to the others, and an investigation revealed that the casein in the cheese had done the trick. This disclosed a possible improvement worth several thousand dollars.



©Ewing Galloway

The top of a salt cellar fell off, and the outcome was a new flux for welding permalloy, making possible a six-fold increase in the speed with which we can send messages by cable. By inadvertently opening the wrong valve, a French scientist found the answer to the long search for liquid oxygen. Again an accident created an industry and gave us an explosive safer and mightier than dynamite.

The spraying of dissolved guncotton as a substitute for the hand painting of automobile bodies has saved one manufacturer alone ten million dollars which he would otherwise have had to invest. The mere discovery that seventeen drops of solder and not eighteen were needed in closing a can saved an oil company $40,000 last year.

A great corporation ordered its industrial chemists to produce a paint that could be applied quickly, would dry rapidly, and be tough, hard and resistant to the elements. It had to have some of the properties of glass and yet not crack, and it had to be proof against the action of oil, grease, and acid.

Everything went well up to the point of finding a way to keep the solution in a liquid condition so that it could be applied with a brush. All efforts to solve this problem failed until one day the machinery broke down and the material had to stand for days in the tank until the repairs were completed. When work started again, the chemists were amazed to find that the paint now retained its liquid form. The long-sought secret had finally been discovered, and an accident had again shaped the destiny of a business.

I remember a few years ago when I commenced to write stories about the pity of our having to live and work behind glass windows that shut out the life-giving ultra-violet rays of sunshine. Soon technical minds were giving attention to this vital need and a glass was produced from fused quartz that would allow the short rays to pass through. Several hospitals and sanitariums put in a few of these windows at a cost of thousands of dollars. Such glass, however, was entirely out of the reach of the common people. But investigation continued and now several companies are manufacturing varieties of glass that are nominal in price and admit forty per cent or more of the vital rays of sunshine. It will be only a short time until sales arguments will include the statement that this house or that automobile has windows which admit ultra-violet light, and you and I will listen to this call to better health and will buy glass only from those companies that have kept step with progress.

The results of experiments in Germany appear to indicate that the answer to the long search for a perfect fuel for dirigibles may be carbureted hydrogen gas. As a mere statement of fact this arouses our interest because the commercialization of such a development not only means greater safety for people who travel by air, but also means radical alterations in ship designs, because the specific weight of the new gas will be the same as air, so no change in the weight of the dirigible will be experienced as a result of the consumption of fuel. However, we must not restrict our imaginations to these few considerations. There comes the bigger thought that gas companies tomorrow may provide the filling stations for the thousands of great ships that will carry freight and passengers through the lanes of the air.

Hardly have we become accustomed to the idea of getting sugar from beets and corn before we are told that it is possible to get sugar from native artichokes at two cents a pound. These artichokes are not the fancy kind that are a table luxury, but are weeds of the aster family. The artichoke is not so easily perishable as beets or sugar cane, and this holds forth the hope that the sugar mills of the future will save millions of dollars through being able to operate on the basis of a much longer season.

I might go on and tell how Dr. Coolidge's new cathode ray tube makes possible the production of a mysterious stream of energy that causes rocks to glow, turns gas to yellow powder and kills germs and insects instantly. Or I might write about a hundred other marvels running all the way from present plans to transmit radio programs over the lines of electric light and power companies to successful experiments in using artificial fogs to protect crops from frost.

Suffice it to say that the future is hopeless for the man who has not recognized the necessity of taking his imagination out for a healthy round of exercise every day of every week throughout the year.



"It is the disease of not listening that I am troubled withal"

SHAKESPEARE'S portly knight, Sir John Falstaff, thus diagnosed his own trouble when the Lord Chief Justice told him he was deaf.

Not listening is a disease that troubles many industries and many business men.

A man who built a factory for wood distillation found before it was finished that Germany had a cheaper way of making his product, and his factory was useless.

He had neglected to seek a chemist's advice; he didn't listen.

Nation's Business is edited for a quarter of a million men who are ready to listen, who are eager to learn.

NEW YORK
1400 Woolworth Bldg.

CHICAGO
1020 Metropolitan Bldg.

CLEVELAND
900 Keith Building

NATION'S BUSINESS

DETROIT
3-141 General Motors Bldg.

ATLANTA
704 Walton Building

SAN FRANCISCO
710 Hearst Building

MERLE THORPE, *Editor*

Published Monthly at Washington by the United States Chamber of Commerce

A PLAN for conducting the business of housekeeping with the guesswork taken out—a guide to better living—a way of escape from the drudgery of inefficient methods—the guardian of family health and happiness—a companion for moments of leisure—Good Housekeeping is all of these. Not in the ordinary sense of a magazine, but as an authority of recognized standing.

Consequently, every month over a million and a quarter women buy Good Housekeeping—and use it. And the Good Will arising from their satisfactory experience accounts, in turn, for the profitable experiences of advertisers in Good Housekeeping. Good Will and Good Business naturally go together.

Good Evidence *of* GOOD WILL

IN THE woman's field there are six magazines of large circulation. If you are fortunate in having a bountiful appropriation, perhaps you can afford to buy several.

But—*if you insist that every advertising dollar do full duty*—you had best buy Good Housekeeping.

This is not our conviction alone. It is the opinion of the keenest judges of values—the advertisers themselves and their agents.

Good Housekeeping carries more accounts—more pages of advertising—than any of the other monthly woman's magazines.

And *more* of these accounts are advertised *exclusively* in Good Housekeeping.

The Good Will of the majority of advertisers is the clearest evidence of Good Housekeeping's advertising effectiveness.

RECORD OF EXCLUSIVE ADVERTISING IN THE SIX LEADING WOMAN'S MAGAZINES DURING 1926

(In this tabulation Good Housekeeping is No. 1)

CLASSIFICATION	No. 1		No. 2		No. 3		No. 4		No. 5		No. 6	
	Accts.	Pages	Accts.	Pages	Accts.	Pages	Accts.	Pages	Accts.	Pages	Accts.	Pages
Foods	27	44 7/22	4	17 3/4	—	—	—	—	2	1 1/4	1	1
House Furnishings & Furniture	64	112 1/18	10	18 19/20	—	—	1	1/11	3	1/7	1	1/19
Household Equipment & Supplies	80	106 9/20	6	8	5	6 6/17	—	—	2	1 1/10	6	3 2/5
Building Material	34	67 4/5	2	2 1/2	2	6 1/11	1	1/4	—	—	3	16 1/19
Wearing Apparel	33	41 5/14	25	66 10/17	4	5 2/17	3	2 1/2	10	1 1/8	7	1 12/17
Toilet Articles & Druggists' Supplies	7	8 4/7	4	10 1/97	7	7 3/40	6	2 3/4	22	12	7	4 16/17
General	47	53 1/7	36	84 12/17	12	17 3/4	10	2 7/9	28	3 17/20	33	3 33/37

GOOD HOUSEKEEPING

CHICAGO NEW YORK BOSTON SAN FRANCISCO

Another Year

For the year 1926 Town & Country published 1,008,903 agate lines of advertising.

True, these 1926 figures represent the largest advertising volume in the publication's history, but it is not the record of a single year or of selected years that make history or record business goodwill.

Following is a summary of the advertising records of Town & Country for 17 consecutive years, and appended on this page is the record by years, as taken from the statistical records of *Printers' Ink*.

1910 to 1916 (seven years) yearly average	**565,587 lines**
1917 to 1921 (five years) yearly average	**708,714 lines**
1922 to 1926 (five years) yearly average	**823,106 lines**

Seventeen Years' Advertising Record



Town & Country

Established 1846

There are three million men of voting age in the families of All-Fiction Field readers.

"They Buy Everything!"



92% of the Druggist Newsdealers who were asked the question replied:

"All-Fiction" readers are just as good or *better customers* for products sold in drug stores.

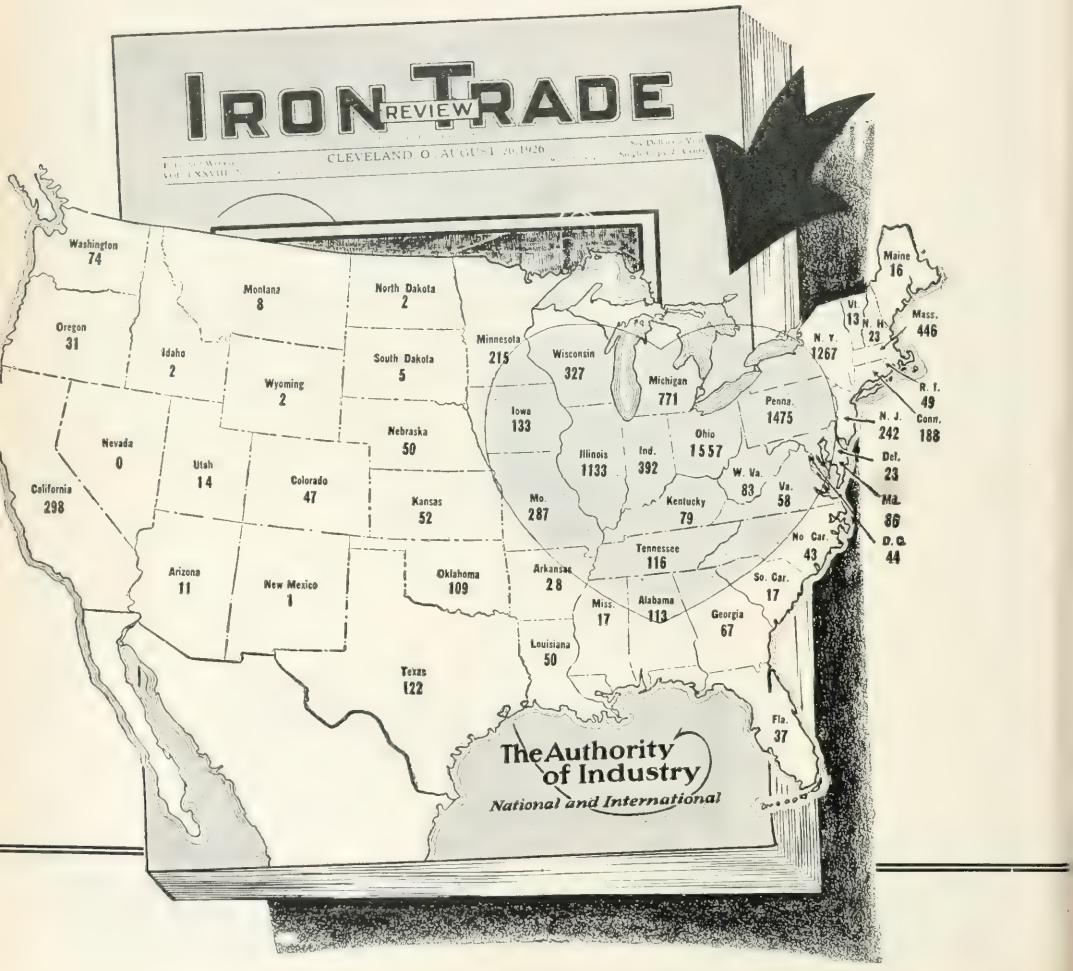
All-Fiction Field

Magazines of Clean Fiction

NEW YORK CHICAGO BOSTON SAN FRANCISCO

The Heart

IN the area of industrial activity recognized as the Heart of Industry are 16 states where more than 75 per cent of the country's enormous metalworking industry is concentrated. These states are Ohio, Michigan, Indiana, Illinois, Wisconsin, Missouri, Minnesota, Alabama, Georgia, Tennessee, West Virginia, Maryland, western New York and western Pennsylvania.



of Industry

This teeming industrial area is the center of steel production, steel consumption, the automobile industry, general manufacturing, the machine tool industry, lake shipping and ship-building, and the transportation of coal, iron ore and grain.

Cleveland—the headquarters of Iron Trade Review—is the key city of the Heart of Industry.

Industrial Executives' Business Paper

Iron Trade Review is the business paper of the metalworking industry. It is the executive's once-a-week, complete, authoritative and compact source of essential market and business information upon which he depends for guidance in the successful and profitable conduct of his business.

That he is more and more depending on Iron Trade Review for this service is proved by the consistent gains in both circulation and advertising.

Iron Trade Review is a member of Associated Business Papers Inc., and of the Audit Bureau of Circulations.

The Authority of Industry— National and International

THE map shows the geographical location of the Heart of Industry and emphasizes not only the completeness of Iron Trade Review circulation within this territory but also the national circulation of 10,384. In addition there are 470 subscribers in Canada and abroad, plus 538 copies going to regular advertisers most of whom are large buyers of materials and equipment.

Each week 12,000 copies of Iron Trade Review are distributed throughout the world. These copies are read by more than 35,000 executives — the decision men in the metal ***consuming*** and ***producing*** industries who value Iron Trade Review because of its exceptional editorial service and merit. More than 70 per cent of our subscribers renew their subscriptions year by year which is the acid test of reader interest.

A. B. C. — IRON TRADE REVIEW — A. B. P.

CLEVELAND

Wherever Society, Sport and Fashion Meet



The new Bath and Tennis Club at Palm Beach

The SPUR

Reaches A Quality Audience

Do you wish to reach people whose incomes permit them to indulge their tastes in the more costly goods and luxuries of this world?

What better places to reach them than their homes, their clubs, the steamships and limited trains on which they travel, or their fashionable hotels which they frequent? In such places The SPUR is found, for it is the magazine which best reflects the varied life of these people, their interest in society, art, amateur sports, travel, fine homes. Participation in such things is only for those of wealth.

The SPUR offers an entree to this desirable market. It is the ideal medium for reaching a quality-plus audience.

The SPUR

425 Fifth Avenue, New York City

CHICAGO PARIS LONDON BOSTON


Gorgeousness
Jade vanities at $400 . . . needlepoint handbag at $495 . . . agate ash trays at $65 . . . tortoise shell toilet sets at $900 . . . gloves, umbrellas, negligees and other femininities of parallel quality.
Is it possible to build a catalog capable of portraying such merchandise attractively enough to win mail-order customers? Saks-Fifth Avenue found it so. Through process engravings, able printing, and the quality of Cantine's Coated Papers, they achieved utter gorgeousness in print.
Cantine's Papers are the product of a mill devoted exclusively to coated papers, since 1888. The quality that comes from able specialization has made The Martin Cantine Company the largest producers of coated paper in America today. For free sample book and nearest distributor, address Dept. 334.
Every three months a handsome steel-engraved certificate is awarded to the producers of the most meritorious job of printing on a Cantine paper. The contest closing December 31, 1926 was won by William C. Popper & Co. of New York for their work on The Saks-Fifth Avenue Gift Catalog. To enter the current contest, send specimens of your work to The Martin Cantine Company.
Martin Cantine Company, Saugerties, N. Y. New York Office, 501 Fifth Avenue
Cantine's COATED PAPERS
CANFOLD SUPREME FOLDING AND PRINTING QUALITY
ASHOKAN NO. 1 ENAMEL BOOK
ESOPUS REGULAR NO. 2 ENAMEL BOOK
VELVETONE SEMI-DULL - Easy to Print
LITHO C.I.S COATED ONE SIDE



EXPEDIENCY

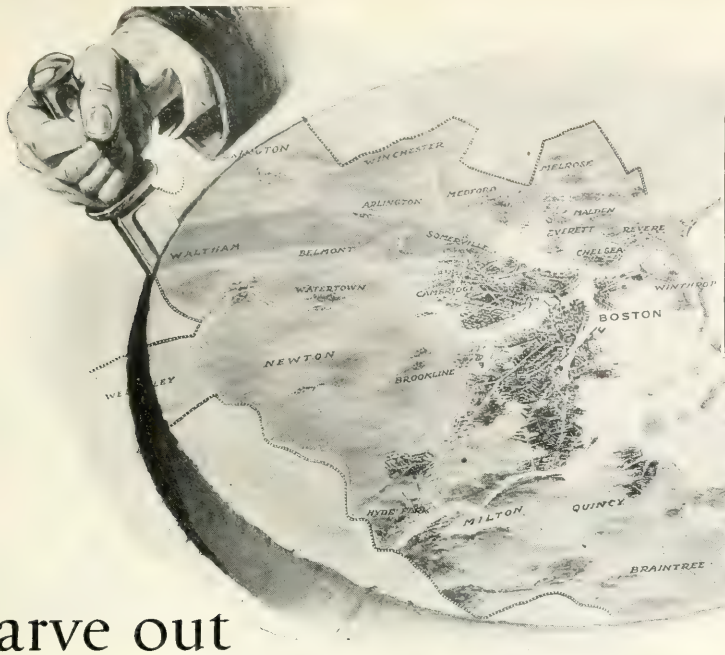
Publishers and advertisers, who place dependable service on the same level of desirability with perfect work, are availing themselves of the expediency of Gotham's service. They appreciate the complete relief from all anxiety, both concerning the quality of the work, and the punctuality with which it is completed and dispatched to them.

We will receive your assignment at any hour of the twenty-four, and deliver it to you within twenty-four hours thereafter.

GOTHAM PHOTO-ENGRAVING CO., INC.

229 West 28th St. New York City

Telephone: Longacre 3595



Out of Boston's total trading territory this 12-mile area contains:

74% of all department store package deliveries
61% of all grocery stores
60% of all hardware stores
57% of all drug stores
57% of all dry goods stores
55% of all furniture stores
46% of all auto dealers and garages

Carve out YOUR SHARE of the Boston Market ··

ARE you getting your share of the business in this rich territory?

Every sales manager owes it to himself and to his firm to examine the facts about the Boston market. Such facts may point the way to outstanding success.

Boston's real trading area lies entirely within a circle having only a 12-mile radius from the center of the city.

In this area live 1,567,000 people with a per capita wealth of $2000, the greatest concentration of people in New England. Here also is found the greatest concentration of retail stores.

In this area the Boston department stores make 74 per cent of all their package deliveries. The Clearing House Parcel Delivery, operating for all stores, confines its deliveries *entirely* to this area. There is not enough business outside this 12-mile territory to warrant an extension of this parcel service. In this 12-mile area one of the outstanding department stores obtains 64 per cent of all its charge accounts.

Here, then, is Boston's key market, within 12 miles of City Hall.

The Globe concentrates in this area

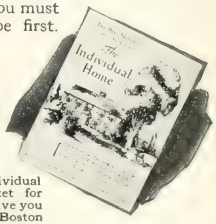
IN this key market the Globe is naturally your first choice. In this 12-mile area the Globe has the largest circulation of any Boston Sunday newspaper. And here the daily Globe's circulation exceeds that of Sunday. This gives the advertiser uniform seven day concentration.

The Boston department stores recognize the Globe's dominating position in this market. They place as much advertising in the Sunday Globe as in the other three Boston Sunday newspapers combined. And in the daily Globe the department stores use more space than in any other daily paper.

The Globe has gained this leadership because it appeals to *all classes* of Boston people, without regard to race, creed or political affiliation.

Freedom from bias or favoritism in general news, editorials or sports—this is the secret of the Globe's popularity with men. And its widely known Household Department makes the Globe the daily counsellor and guide of New England women.

To put your advertising message before the people who make up Boston's key market you must use the Globe first.

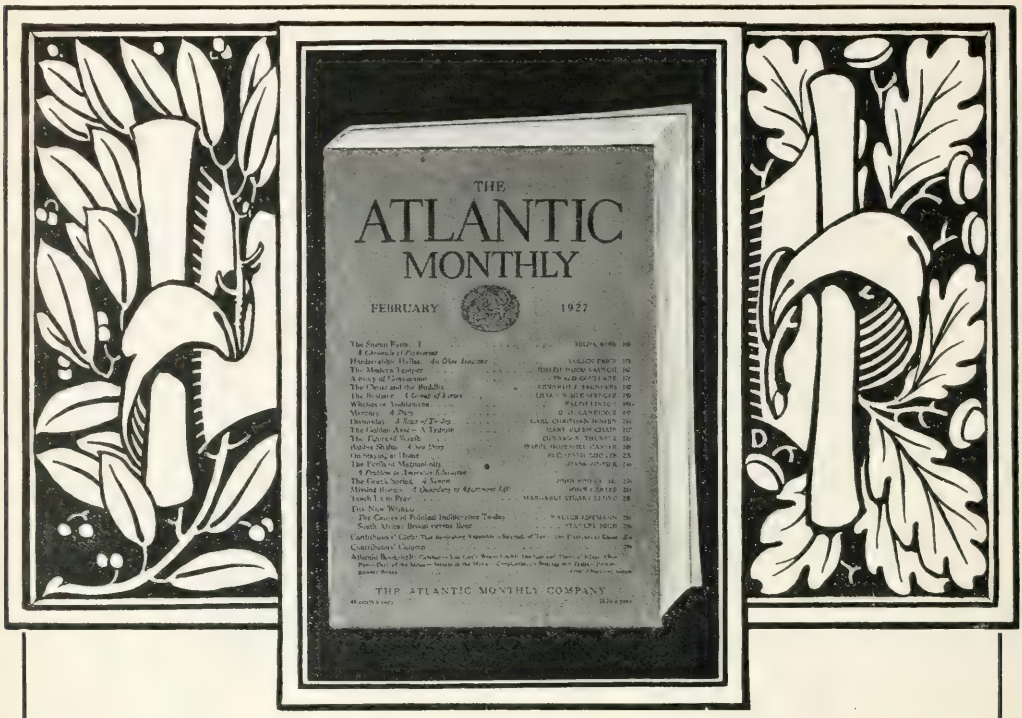


Our booklet, "The Individual Home—the best market for any advertiser"—will give you a new viewpoint on the Boston Market. Write for it on your business letterhead.

The Boston Globe

The Globe sells *Boston*

Audited Net Paid Circulation for Year ending March 31, 1926—Daily 278,988 . . . . Sunday 325,324



12 Points of Distinction in The Atlantic Monthly

NEWS VALUE OF THE FRONT COVER INDEX—

It applies the high powered attention value of the newspaper head line to a monthly magazine.

It spots your favorite subject without groping or lost motion.

It enables busy men and women to survey the contents of each issue in one minute.

AN ORIGINAL ATLANTIC FEATURE SINCE 1857

THE ATLANTIC MONTHLY

A Quality Group Magazine

8 Arlington Street Boston, Mass.

Circulation, 110,000 ABC Rebate-Backed, Guaranteed

Advertising & Selling

VOLUME EIGHT—NUMBER NINE

February 23, 1927

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ORLANDO CLINTON HARN is the recipient this year of the Harvard gold medal award for distinguished personal service to advertising. He is the second individual to receive this recognition, the 1925 award having gone to Earnest Elmo Calkins.

It was Mr. Harn's brilliant work in the formation of the Audit Bureau of Circulations and in its subsequent functioning that was principally responsible for his receipt of the gold medal. Shortly after the recent death of Stanley Clague, managing director of the A. B. C., it was announced that Mr. Harn had been honored again by being appointed successor to that post. He is succeeded in the presidency of the Bureau by P. L. Thomson, publicity director of the Western Electric Company.

M. C. ROBBINS, PRESIDENT
J. H. MOORE, *General Manager*
OFFICES: 9 EAST 38TH STREET, NEW YORK
Telephone: Caledonia 9770

NEW YORK:
F. K. KRETSCHMAR
CHESTER L. RICE

CHICAGO:
JUSTIN F. BARBOUR
Peoples Gas Bldg.; Wabash 4000

NEW ORLEANS:
H. H. MARSH
Mandeville, Louisiana

CLEVELAND:
A. E. LINDQUIST
405 Swetland Bldg.: Superior 1817

LONDON:
66 and 67 Shoe Lane, E. C. 4
Telephone Holborn 1900

Subscription Prices: U. S. A. $3.00 *a year. Canada* $3.50 *a year. Foreign* $4.00 *a year.* 15 *cents a copy*

Through purchase of *Advertising and Selling*, this publication absorbed *Profitable Advertising, Advertising News, Selling Magazine, The Business World, Trade Journal Advertiser* and *The Publishers Guide. Industrial Selling* absorbed 1925.

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In the current number of the LADIES' HOME JOURNAL

In the current number of the Ladies' Home Journal, there may be noted a variety of advertisements prepared by The H. K. McCann Company, for its clients.

Page 51	Borden's Eagle Brand Condensed Milk (for coffee)
Page 65	Borden's Eagle Brand Condensed Milk (for babies)
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Page 111	Del Monte Vegetables
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THE H. K. McCANN COMPANY

Advertising

NEW YORK CHICAGO CLEVELAND LOS ANGELES SAN FRANCISCO MONTREAL DENVER TORONTO



FEBRUARY 23, 1927

Advertising & Selling

FREDERICK C. KENDALL, *Editor*

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CHARLES AUSTIN BATES FLOYD W. PARSONS KENNETH M. GOODE G. LYNN SUMNER
N. S. GREENSFELDER JAMES M. CAMPBELL FRANK HOUGH, *Associate Editor*

Our Dealer-Pays-a-Share Policy Works

By Marshall B. Cutler
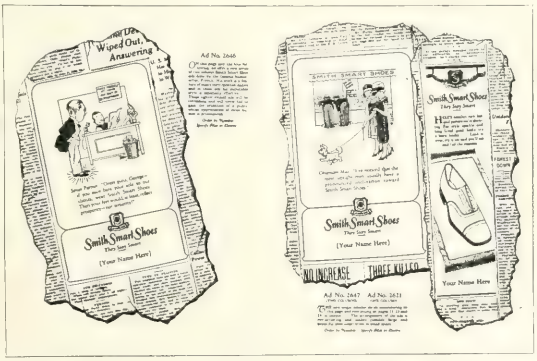
Advertising Manager, The J. P. Smith Shoe Co., Chicago

"What do you mean, I've got to ask my customers to pay three cents each for this Style Book? Why, say, it's enough work to get them to use our advertising at all, without asking them to pay for it. And another thing, do you know that the Queerkicks Shoe Company — our chief competitor—gives all this stuff to its dealers—an' more, too—absolutely free?"

* * *

THE foregoing is the gentler part of a pleasant little monologue by a factory salesman. Four years ago dissertations of that nature were as common to my office as the humble worm is to the sidewalk after a spring rain. But during the interval between 1922 and now, the fiery indignation of the sales force over our adamant "the-dealer-pays-a-share" policy for dealer advertising produced by the factory advertising department has subsided considerably. Our determination to adhere to a plan that we believed to be just and fair for all concerned did not waver, even though the going was slow at first. Today, the soundness of such a policy has been proved to the extent that now even the most antagonistic salesman only mutters occasionally where before he howled continually.

It took a long pull and a strong pull—longer and stronger than the average, because it was *not* a pull all together. In the first place, few manufacturers are lucky enough to boast a sales force that is not heart, soul and tongue against charging the dealer for anything that is offered in the way of advertising helps. It is only natural that those who are selling the product should resent what seems at first to be an added burden rather than a boost. As one of our best salesmen complained, a few years back: "I'm trying to sell J. P. Smith Shoes—all I can of them. I need to put all my time and all my mental effort into the business of selling my customers' merchandise. Now you come along with a bunch of advertising which should be designed—both in form and plan of distribution—to make my job easier. When you ask me to sell it to The Blank Shoe Store—rather than give it—you're putting an extra



HOW far can a manufacturer go in charging the retailer for advertising? Should he charge for some types—and supply others free? Should he price catalogues at cost? How do the dealers respond? All of these points are clearly brought out in this practical article—the detailed experiences of a manufacturer who put the idea into practice and found that it worked satisfactorily

selling burden on my shoulders; you're taking a valuable half hour extra of my time and making me exert extra brain effort on the proposition. It isn't fair to me—and I don't believe I'll do much selling of our advertising." And he stamped out and slammed the door.

The hardest part of putting over a plan of merchandising advertising helps to the dealer is this resistance of the factory sales force. The salesman's arguments against such a plan seem very logical; and they are difficult to refute.

At first I tried to convince our men with earnest words that dealer advertising rightly planned will sell shoes for the dealer. That no dealer advertising can be worth a whoop to anyone unless it brings the dealer more sales and greater profit. And that advertising which does increase the dealer's business is worth paying for and will be willingly paid for, once it gets a chance to show its mettle. Until my voice failed, I pointed out that a dealer who buys our lines and features them does so because he has confidence in our name and is reasonably sure in his own mind that our trademark on his merchandise and in his advertising will result in an added bit of the world's gold for him. With tears in my eyes I tried to show our men the infinitely better advertising the dealer could obtain with the insignificant investment we required.

FOR much less than the cheapest, least impressive folder costs him if it is purchased from a local printer, the dealer using our helps commands the highest type of art-work, expertly written copy, four-color printing and careful mailing service. All my arguments, however, accomplished little; so I decided that the best thing I could do would be to go straight to the dealer and get his verdict.

I commenced an intensive direct campaign to a list of 2500 dealers who were handling J. P. Smith Shoes exclusively in their grade. Whenever we had a new dealer help ready for distribution—one on which we believed a share of the cost should come from the dealer—I prepared a letter, a folder or a broadside to my list, and did my best to "sell" each dealer on the justice of our share-the-cost policy.

Strange to say I found the average merchant far more amenable to reason than our own sales force. Frankly, I expected a tougher task than I actually experienced—and it may be a message of cheer to other factory advertising managers to learn that from the very first our dealers responded with surprising alacrity to this advertising of our advertising. The positive assurance that the trade did appreciate better dealer helps and were willing to make an investment in them made subsequent "can't-be-done" declarations from our salesmen easy to shoot full of holes. Now if Mr. B. N. Custer or Mr. E. B. Roche after a lean trip over their territory foolishly decide to blame it all on the policy of the advertising department with, "Say, you're all wet on this advertising policy. I'm losing out with some of my biggest accounts because we want 'em to pay for every

[CONTINUED ON PAGE 44]

A True Word Spoken in Satire

By Earnest Elmo Calkins

MRS. HELEN WOODWARD, author of that revealing book of a business woman's life, "Through Many Windows," advances a novel theory in her paper, "Advertising High Hats Itself", in the February *Bookman*. She appears to believe that the public does not want the truth in its advertising, that it prefers to be kidded into buying things it ought not, perhaps, indulge itself in, and presents, as a *reductio ad absurdum*, an entirely truthful advertisement to prove how impossible it is for the advertiser to live up to such a severe standard of veracity.

> I make tooth brushes.
> I make the best tooth brushes that can be made.
> There are twenty other manufacturers who make just as good tooth brushes as I do.
> But I don't make any profit on tbeirs.
> So never mind theirs. Buy mine.
> It's a good one and no dearer than others.
> Buy mine and I will make a profit.

If Mrs. Woodward means that it would be difficult to persuade a manufacturer to adopt such a formula for his own advertising, I quite agree with her; but I am convinced that if any manufacturer had the courage to do it, or something like it, the advertisement would stand out amid the clamor of double superlatives, sweeping statements and unlimited claims like a shady oasis in a desert. It has been done; only in minor instances, it is true, but always with favorable results. Imagine an advertisement beginning as does Mrs. Woodward's satirical instance, and continuing with the advertiser's reasons for believing in his own product—as he must believe in it, or he would not be making and selling it—and you have a statement that begets confidence by its frankness, its humor, and its sense of proportion. No doubt the public discounts all statements in advertisements. It has certainly been taught to do so. But this discounting habit can be carried too far. It would be a wonderful thing if the advertising set people's minds to working the other way, adding instead of subtracting. The conception of Heaven has suffered from the extravagant advertising done in its behalf in the Book of Revelations. The strongest adjectives are stronger when omitted. "Good" is more convincing than "very good." All advertising experience confirms the golf teacher's axiom, "Don't press, or you will top your ball."

The Business "White Plague" of Lack of Capital

By Mark L. Sloane

SOME day when you are idling over the last of the Sunday paper turn to the "business opportunities" columns—and "read and weep."

There you will find numerous advertisements of small concerns seeking that *ignis fatuus*, the "man with money". It is remarkable how human nature holds its illusions; how these myriads of small firms are sure that just around the corner must be a man with a lot of money who will trustingly hand it over to them without asking even for control of the business. True, many magnanimously offer the moneyed man "a job" with his investment—thereby stretching a bait for the salaried man weary of being "somebody else's lackey." But the poor thing, if he should accept the invitation, would then really begin to know trouble!



© Brown Bros.

FROM an office window one can usually see some of the myriad windows belonging to the local quota of the 417,421 firms listed in the corporation tax returns of the United States. Since this is a notably prosperous country it is disturbing when one learns that of that list forty per cent show deficits. Obviously something is seriously wrong and dangerously prevalent

It is always escaping our notice, in these days of "big business", that there is a tremendous horde of business corporations (to say nothing of unincorporated firms and partnerships) which are showing a deficit and getting nowhere, or are making only a quite small profit.

Let us look at a few authentic figures (from the corporation tax returns) on this subject. In 1924, a fairly good year, there was a total of 181,032 corporations showing a deficit; or forty-three per cent of all American corporations. A decade or two ago it was eighty per cent!

Even this does not really tell the tale. There are a great many corporations that edge along on a miserably small profit. It takes only a few more figures to bring this out with startling clearness. One-quarter of all corporations make less than $2,000 a year in profit; and if you calculate only on the corporations which have made any profit at all, the proportion is almost *one-half!* Out of the 236,389 corporations that show a profit at the end of the year, 170,175 of them, or seventy-two per cent, make a profit of less than $10,000 a year. Sixty-nine per cent of all the business profit in America is made by 8846 firms, or only 2.1 per cent of the total number of corporations. In fact, 162 corporations, or only .04 per cent of the total, make 29.1 per cent of the profits; and each of these 162 corporations makes over $5,000,000 a year in profit.

IF you add to the corporations that make no profit at all the corporations that make less than $5,000 a year, you will have the astounding total of 335,217 out of the 417,421 corporations in the United States.

So much for the facts as to the large number of corporations which are trying to "make a go" of things without succeeding very well.

I think it is self-evident that it is time that advertising men, bankers, business counsellors and others give some thought to "the little fellow." I believe that it is something of a disgrace to the business genius of the United States to see a condition of this kind without taking more active steps to remedy it. The advertising agent and the organized publisher *hopes* to do something for the smaller business man, but in the pressure of affairs he finds it rather difficult. The big corporation advertiser more or less monopolizes his time. The banker of today does not want to finance any but corporations with seasoned earning records, and only large ones at that. Even our business papers seem to give most of their space to discussing the problems of the large manufacturer.

There is no doubt that lack of capital is the great white plague of business. With a "mortality" rate in business, so far as profit is concerned, of 43 to the 100, anyone can see that business is a Herculean struggle to become large enough to be able to escape the perils brought by lack of capital. If you once become large enough, it is pathetic to see how the bankers camp on your doorstep trying to induce you to borrow money, re-finance, re-capitalize on a grand scale, and re-combine. There is a tremendous volume of idle money in the banks, which accounts for the huge amount of re-financing and building which was done—or overdone—in the last five or six years. But the bronze doors

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How the Dealer's Cash Is Depleted by Installment Selling

A Situation to Guard Against in Financing

By H. A. Haring

A LEADING department store in our fifth city was running full-page advertisements, within two months, for a $149 item to be delivered with a down-payment of $10. For about a week competing dealers advertised similar goods. Then, of a Sunday, the department store broke forth offering the same item for an initial payment of a single dollar.

Curiosity led me to seek out the department store management, whose incisive comments on installment selling contained this interesting point:

"Only the rich store can do it—and keep doing it. Unless a dealer has strong cash reserves he's busted by selling on time, and the faster his volume grows the quicker he'll go broke. But a store like ours sells so small a proportion of all sales on time that we profit by the installment volume. We sell more goods in less time."

Some two years ago this aspect of installment selling first came to my attention. A hardware jobber in St. Louis was speaking of a retailer in East St. Louis:

"That young fellow, with his side-street location, is doing close to a hundred thousand a year. We sold him his original bill of goods to stock the store. We still sell him, but he worries me to death. He's sold so many house furnaces on 'time' and such a world of gas ranges, too, that he can't pay his bills. *If* he holds out three years more, he'll be on top of the world—but it's that terrible *'if'* that bothers me. As it is, he's getting poorer and poorer. He has a world of profits on his books, but every dollar of it is tied up in the twelfth installment of somebody's kitchen range."

Another instance of volume growing too rapidly under installment selling; too rapidly, that is, for the dealer's good health.

This condition is diametrically the opposite of the "cash-and-carry" method of doing business. A manager of the "Pay'n Takit" chain of groceries was, one day, contrasting the cash-and-carry principle with time-payment. Unwittingly he hit on the same analysis as the St. Louis hardware jobber, when he gave it as his belief that:

"Of course we sell for less. For every sale—it's cash in the till. Our goods can't get past that turnstile without our getting ours—and that means we have hard dollars with which to cover the overhead, and the profits too. Our profit margin is awfully narrow with such a business as this; but, remember, it's cash.

"We can add the cash profit to our working capital. We can use it to buy more goods the same day. One penny's profit buys more goods, to sell tomorrow, than a nickle or a dime's profit that is twelve months in coming."

A bank cashier, who was trying to save a local retailer from the disaster of expanding too rapidly, used the following example to force home his point.

"You have about $3,000 capital available to buy goods. You get forty per cent discount on your radios. For a $100 radio, you pay $60; it costs you $30 for each sale to cover rent and regular overhead, with the salesman's commission and expense of installing the set. That leaves you about $10 net as profit."

Then, on his pad, the banker scribbled some figures. The retailer was induced to carry them to his store for pondering. Here they are:

If you sell for cash

$3,000 ÷ $60 = 50.	Number of radios capital will buy.
50 x $10 = $500.	Net profit from sales.
At end of month, you will stand:	
$3,000	present capital.
500	One month's profit.
$3,500	Capital at end of month—can use to buy goods.

If you sell on time

$60	Cost a piece at wholesale.
30	Overhead, rent, commission, installing, etc. You must pay all this out in cash.
$90	Total cost—in cash.
	But:
$20	Initial payment by purchaser.
60	From finance company by selling notes.
$80	Total cash received by you.
90	Total cash cost.
$0	Total cash receipts.
$10	You are out this much cash—every sale.



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TO the carefully assembled "prospects" the real estate man looks extremely prosperous—as, indeed, he intends to look and, in fact, is. But his wealth is peculiar. Instead of being made up of banknotes it actually consists of promises, and his cash box does not always contain cash. The peculiarity of his financial methods illustrates aptly the advantages and drawbacks of installment selling, which should be considered in detail before that system is hopefully adopted by the optimistic dealer

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Harvard Advertising Awards

THE recipients of the Harvard Advertising Awards for 1926, under the foundation of Edward W. Bok, were announced by Dean Wallace B. Donham of the Harvard Business School at a dinner held at the Faculty Club, Cambridge, on the evening of February 15.

To Orlando Clinton Harn, until recently advertising manager of the National Lead Company and president of the Audit Bureau of Circulations, goes the gold medal for distinguished personal service to advertising. It was his aggressive and untiring efforts in the latter capacity which earned for Mr. Harn this award, received last year by Earnest Elmo Calkins, president of Calkins & Holden, New York advertising agency.

Mr. Harn's experience in the advertising field is long and varied, and includes public spirited activities in many lines. For several years after his graduation from Cornell University he was active in newspaper and trade paper editorial work, but soon went into advertising with H. J. Heinz & Company, Pittsburgh. Subsequently he joined the National Lead Company, where his work was so outstanding in nature as to bring him rapidly to the top. His advertising interest, however, was by no means confined to his own company. He has been at one time or another an organizer and president of the Association of National Advertising Managers, president of the Technical Publicity Association, chairman of the National Advertising Commission of the Associated Advertising Clubs, and a director of advertising for the Government during the war. At the time of his recent appointment to succeed the late Stanley Clague as general manager of the Audit Bureau of Circulations, he was serving his seventh term as president of that organization and was at the same time president of the New York Sales Managers Club.



SPECIMEN insertion from the campaign of the Kreider-Rotzel Realty Company of Youngstown, Ohio, deemed the most excellent local campaign in cities and towns of over a hundred thousand. Award and certificate to Campbell-Ewald Company, Detroit, Michigan

Cash awards of $2,000 each with accompanying certificates for distinguished advertising campaigns were given to agencies and advertisers as follows: The Blackman Company, New York, and Procter & Gamble Company, Cincinnati, for their campaign for Ivory Soap, as contributing more to the high standard of advertising than others in the product merchandise class; to Barton, Durstine & Osborn in association with the General Electric Company and Lord & Thomas and Logan for the national campaign of an institutional character deemed most conspicuous for its planning and execution; to the Campbell-Ewald Company, Detroit, and the Kreider-Rotzel Realty Company of Youngstown, Ohio, for the most excellent local campaign in cities or towns of over one hundred thousand population; to Moser & Cotins, Utica, N. Y., and the Rome Wire Company for the best industrial advertising campaign seeking publicity through industrial, trade or professional journals. Illustrations from these campaigns will be found on this and the two subsequent pages. It should be borne in mind, however, that these reproductions are merely integral parts of whole campaigns, selected as being typical.

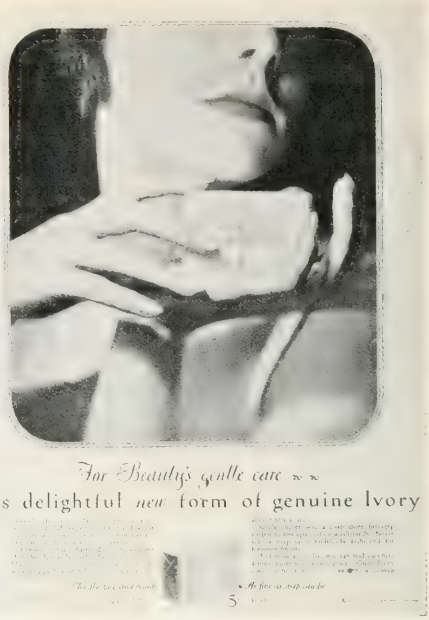
Four awards of $1,000 each were given for effective use of text, effective use of pictorial illustration, effective combination of text and illustration and effective use of typography. They were awarded in the order named to the following: A. W. Diller, New York, for advertisement of the Manufacturers National Bank of Troy, N. Y.; Prudential Insurance Company of America with recognition to E. Stanley Turnbull, artist; Federal Advertising Agency for advertisement of Canadian Pacific Railway; Calkins & Holden, Inc., for a series of advertisements of "Snowdrift," for the Southern Cotton Oil Company. These individual prize winners are reproduced on the two pages following.

The cash prize of $2,000 with certificate for the outstanding piece of research work of the year goes to Barton, Durstine & Osborn for the work entitled "Report and Recommendation," prepared for Johnson & Johnson, New Brunswick, New Jersey. This survey, which included a careful analysis of the production market, was thoroughgoing and workmanlike, and obtained results

[CONTINUED ON PAGE 51]



Award to Barton, Durstine & Osborn, General Electric Company, and Lord & Thomas and Logan for national campaign of an institutional character



Award for national campaign of specific product made to the Blackman Company of New York and to the Procter & Gamble Company, Cincinnati, O.



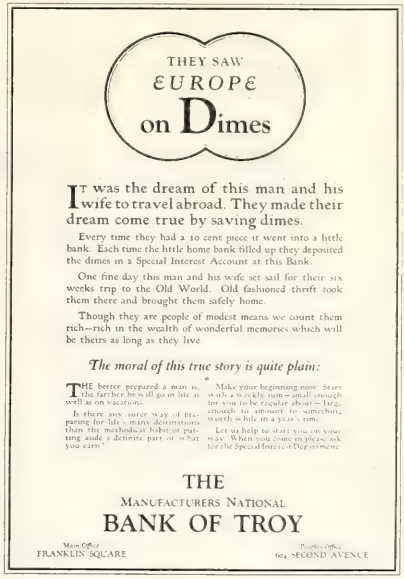
Most effective use of both illustration and type, to the Federal Advertising Agency, Inc., of New York, and to Canadian Pacific Railway



To the Prudential Insurance Company of America, with recognition to E. Stanley Turnbull, the artist, for the most effective use of illustration



Given for the first time, an award for the most effective use of typography to Calkins and Holden, Inc., and the Southern Cotton Oil Company



For the most effective use of text, to A. W. Diller of New York, for an advertisement of Manufacturers National Bank, Troy, N. Y.





For the first time an award was made for the best industrial advertising campaign through the media of industrial, trade or professional publications. It went to Moser & Cotins, advertising agency, Utica, New York, and the Rome Wire Company, Rome, N. Y. The two illustrations immediately above show the face—on the left—and the back—on the right—of a specimen advertisement from the campaign

How to Raise Funds for an Association Campaign

Six Different Methods That Are Used

THIS publication often receives inquiries concerning the means associations take to gather funds for their advertising campaigns, and for the other promotional activities in which they engage. There being apparently such a widespread interest in this question, we asked a number of cooperative advertisers to divulge to us the sources of their revenue, and from our investigation we found that there are approximately six methods customarily followed.

1. *The subscription method.* Members of the industry are asked to make voluntary contributions to the association fund.

2. *The commodity plan.* Members are assessed on the basis of tonnage or units of output.

3. *The plant assessment.* Members are taxed on the number of employees, the number of machines, or the equipment that they have.

4. *The percentage of sales method.*

5. *The budget plan.* When this method is used the association raises its funds through one of the ways already suggested. From this general fund is taken whatever money may be needed for advertising.

6. *The variety plan.* Some associations raise their funds in several different ways.

The subscription method is open to obvious objections and is, therefore, not used by many associations. Some notably successful groups, however, have used this plan; the Joint Coffee Trade Publicity Committee is one.

The American Bottlers of Carbonated Beverages is another. It obtains funds for its advertising campaign by getting subscriptions from bottlers and from industries that sell equipment and supplies to bottlers. This organization, however, gets its regular membership dues in another way. Its schedule of dues is based on an assessment that is measured by the bottling and filling equipment used.

The levy on the unit of members' output is becoming the most popular method of acquiring an association fund. In this way manufacturers do not have to declare their sales, or the prices they are getting. Also, in many industries, it is easier to figure on an output basis than on a dollars-and-cents basis.

The American Institute of Steel Construction accumulates its revenue by assessing members fifteen cents a ton on their output.

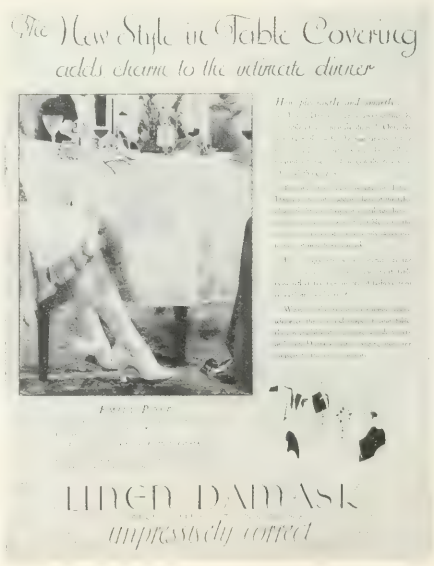
THE National Kraut Packers Association is supported by a levy of fifty cents a ton on the cabbage that each member cuts up into kraut.

The Pennsylvania Grade Crude Oil Association derives its funds by taking one cent a barrel on both the crude and refined crude oil that is turned out by its members. There are both producers and refiners in the Association. Each contributes on the same basis.

The Sheet Steel Trade Extension Committee informs us that it gets its funds for the support of the organization by making an assessment per ton on the rated capacity of the mills owned and controlled by its members. The rated capacity of the mills is determined by multiplying the estimated production per turn by the average number of turns possible in a year.

The Research Council of the Ice Cream Industry raised a quarter of a million dollars for its first year's advertising campaign by getting ice cream manufacturers who had a total production of about fifty million gallons annually to give a half a cent a gallon. The fund for the next three years' campaign is being raised at the rate of a third of a cent per gallon on a minimum annual production of seventy-five million gallons.

The Irish & Scottish Linen Damask Guild follows the system of getting its members to contribute according to the number of looms they have in operation. A small percentage of the members do not operate mills themselves, but have goods made on contract for them. In that case the association member contributes fifty per cent of the loom assessment, and the mill contributes the other fifty per cent.



The National Association of Ornamental Iron & Bronze Manufacturers has a plan whereby members contribute to the organization according to the number of employees regularly engaged in the manufacture of the product. In fact this procedure is being followed by quite a few associations. One group that uses this plan has the following dues schedule:

Those employing 25 or less employees	$50.00
Those employing 26 to 50 employees	100.00
Those employing 51 to 100 employees	150.00
Those employing more than 100 employees	200.00

This employee-schedule plan, however, is used more as a

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700 Dealers Groaned When They Saw These Charts

By Albert E. Mudkins

WE admit having taken poetic license in writing our headline. Yet, the facts these charts reveal might well warrant its being a true reflection of the feelings of the many dealers who viewed them last autumn at the Retail Lumber and Building Material Dealers' Convention.

Naturally, behind them there is a story—several in fact; but the one we are concerned with here is the one which combines as its main characters the building material dealer and the manufacturer of building materials. The theme of the story is, perhaps, best summed up in this short question: "How much of his dealer's worry should a manufacturer accept?"

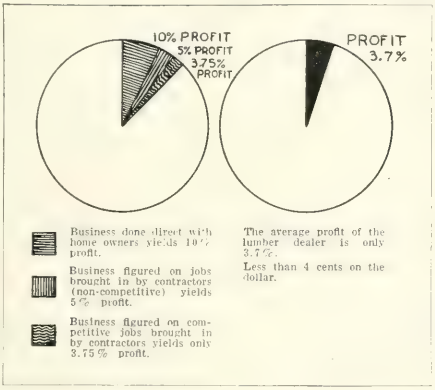
The building material dealer, by force of circumstances and, perhaps, in not a few cases by force of his own inertia, is being deprived of reselling rights; and along with a sacrifice of these rights, he is accepting very meager resale profits.

This alarming profit shrinkage on the part of dealers is, we believe, of great concern to every manufacturer of building materials. In the last analysis, the dealer who must accept meager profits is likely to turn to the manufacturer for help in some such shape as extra discounts, and in many cases he expects more than the manufacturer can legitimately offer.

The business of the building material dealer is a responsible one; one that calls for considerable initial investment in plant and stock. Such a dealer, in most cases, needs several acres of land on which to erect sheds and other storage facilities, office and warehouses, as well as a garage in which to care for a fleet of delivery trucks. Review in your mind the extent of this layout and you will not, we believe, be surprised to learn that, including the real estate, it costs in the neighborhood of $100,000. Added to this is the initial investment required to cover a stock of the diverse materials needed in order successfully to serve the community.



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His sales in the average community can be fairly accurately gauged from a review of the following figures based on Dodge reports:

43% for homes.
18% for public works, utilities, etc.
12% for commercial buildings.
12% for educational buildings.
10% for industrial buildings.
3% for social and recreational buildings.

These are average figures. In many towns they will vary.

These figures represent contracts let for "new" construction. They do not include the market for building materials which exists in every community through additions and remodeling to buildings already constructed.

Reviewing "new" construction only, one sees quickly that almost fifty per cent of the average dealer's stock goes into the building of homes. However, eighty to ninety per cent of the homes built in the average community are built on the initiative of contractors, real estate operators, developers, and the like. The majority of the 300,000 to 400,000 new homes built during 1926 in this country were constructed on the "ready to move in" basis, and probably gave the building material dealer very little profit on the materials that went into their construction, because—

Reviewing the charts we see that the dealer gets his lowest profits on two classes of business. On business developed by contractors (and others), and on which no competitive dealers' bids on the materials are asked, the average profit is 5%.

[CONTINUED ON PAGE 50]

Pseudo Scientific Arguments in Advertising

By John Benson

President, Benson & Gamble, Chicago

A NEW and subtle form of plausibility has been creeping into advertising, especially that of foods and of toilet preparations, which undermines confidence. Cereals, tooth paste, soap, face creams, are familiar examples of a tendency to build advertising argument upon pseudo science. This, unquestionably, is effective for a while upon credulous minds, but in the end it reacts and advertising suffers. It is bad because it is untrue, and it is desecration. Science is a domain of truth. To misuse its credit in advertising is especially to be avoided.

Permit me to dwell upon a few well-known examples. In the dietetic field, the whole wheat claims may be literally true, but they are actually misleading. There is no question about whole wheat flour containing needed food elements which have been milled out of bolted white. The roughage is good for a normal intestine. Its vital elements are needed for growth. But if the reader based his judgment only on these facts, he might be seriously misled.

People eat a varied diet. They do not live on bread alone. Roughage can be had from vegetables and meat and from fruit fibre. Vitamins can be had from milk. And, as a matter of fact, whole wheat flour does not contain all the outer layers which yield the vitamins.

I hold no brief against whole wheat flour. It agrees with me, and I enjoy its flavor. I believe its virtues should be advertised—but along consistent lines. If an advertiser invokes the aid of science to support his product, he must observe the rules which govern research. He cannot present half truths or theories, however sound, which do not effectively apply.

Some time ago, a "whole wheat" advertiser tried to prove the superior



food value of his product over white flour by quoting from experiments upon pigeons made by Prof. McCollum of Johns Hopkins. The professor had reported that at the end of two weeks the white flour pigeon died and the whole wheat pigeon was still strutting around; the advertiser quoted that statement faithfully, but failed to add that shortly afterward the whole wheat pigeon also would have succumbed from insufficient food.

A MASS of scientific evidence has been presented to prove that alum in baking powder is injurious to health. The cream of tartar school has slandered the alum people by printing in their ads the simple words: "No alum." There may be no question about alum being unfit for human consumption. If people ate baking powder in the raw state, it might be safer to take the cream of tartar brand. But baking powder is not served on the table. It is baked in bread, and the baking process, I am informed, chemically converts the alum into an inert substance which is about as harmless as an infinitesimal dose of pulverized cork. In recent cream of tartar ads, I am glad to notice that the "No alum" slur has been omitted.

Doubtless, much good has been accomplished by the wide consumption of yeast induced by popular advertising. This has improved health by its beneficial effect as a laxative. The patient feels better, improves in appetite and vigor. But he does so in spite of the claims which have been made for the product.

For instance, in previous copy much stress has been laid upon the therapeutic value of the vitamin B contained in yeast. As a matter of fact, there is little or no deficiency of this in the ordinary human diet. It is really difficult to escape getting your full share of vitamin B, if you eat at all.

The claim, also, that yeast will add to your endurance seems a little far-fetched, when you consider that a cake of yeast contains less than one-half of one per cent of the energy requirement to do a hard day's work. So the learned doctors declare, in their official bulletin.

THIS is no condemnation of yeast advertising. It may be very useful. Yeast is raw food, and raw food is much needed in the American diet. Its ferment may have benefits which medical science has not yet uncovered. But can the advertising not be equally effective without introducing medical claims which do not apply? I believe the more recent yeast copy is an affirmative answer. In it I notice such claims are refreshingly absent, or kept safely within bounds of both medical and practical fact.

In the soap and cosmetic field, there has been an orgy of physiological claims which naïvely assume that men—or perhaps it is women—are a flock of geese. Maybe they are. There is a certain penchant for fake in the American mind, even a love of it, psychologists say. But when geese turn into owls, as many inevitably do when they grow older

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Portion of an address delivered at the dinner in honor of the winners of the Harvard Advertising Awards for 1926, Cambridge, Mass.

THE · EDITORIAL · PAGE

A Misunderstanding to Be Regretted

A RECENT Associated Press dispatch from Atlanta, Georgia, carries the news that Mme. Schumann-Heink, the noted opera singer, is greatly perturbed over the appearance of a recent Lucky Strike cigarette advertisement which reproduced her photograph together with an endorsement of the cigarette over her signature. She has never, Mme. Schumann-Heink declares, smoked a Lucky Strike or any other cigarette in the course of her life for fear of irritating her throat. She knows the cigarette in question favorably at second hand through her sons and through her own work during the war to raise funds to supply tobacco to the wounded, and she signed an indirect indorsement to this effect at the behest of the son of one of her life-long friends. Beyond that, she maintains, she has been the victim of a hoax. Irritated by a veritable flood of letters which descended upon her following the appearance of the advertisement, she has declared herself and placed the matter in the hands of her attorney for adjustment.

Much has been said within the past few months on the subject of testimonial advertising. It is frequently a dangerous form of appeal and one whose results are sometimes dubious. The Schumann-Heink advertisement appeared on its face as one of the most satisfactory and well conceived insertions of this type which has come to light for some time past. More than a mere testimonial, it represented a well-planned step by a prominent manufacturer in the direction of the hitherto inhibited feminine cigarette market. Hence it is doubly unfortunate that this misunderstanding should have occurred.

It is impossible to say at this time to what extent the actual hoax exists and whether or not the American Tobacco Company was its victim quite as much as was Mme. Schumann-Heink. The situation was one which required the most delicate and tactful of approaches. The general public is watching with keen interest and mingled feelings the tentative reaching out toward women smokers by the cigarette manufacturers, and such a slip as appears to have been made here cannot help but have a deterrent effect in this direction. No matter what the courts decide—provided the matter ever comes up in court—embarrassment will have been caused a prominent woman, and another move will have been made, regardless of its justification, toward whittling away the public confidence in advertising.

Mass Credit

MERLE THORPE crystallized the contribution of the automobile to marketing most effectually in his recent address before the National Automobile Chamber of Commerce when he pointed out how it has influenced installment selling and has put it on a sounder basis.

"Installment selling has always been a tool of commerce since Baldwin sold pianos on credit in 1880, and Singer established a sewing-machine row in this city sixty years ago," stated Mr. Thorpe. "But it remained for this youthful industry to gather up all of the haphazard credit of the nation, label it, put it under the scrutiny of a banker, and set it to work."

It is "the scrutiny of the banker" that has made what Mr. Thorpe terms "mass credit" possible. In creating this new marketing facility the automobile has not only smoothed its own road to market but provided a highway for the use of other industries as well.

An Editorial by Glen Buck

From "This American Ascendancy"

AMERICA is by far the largest area of the world's surface that is strongly knit together by common language and common customs. We have not even one outstanding dialect. America is practically a uniform market. Its purchases are determined rather by degrees of wealth than by location. The most apparent division here is between the great centers of industry and the hinterlands. The giant communities are predominantly foreign, undergoing Americanization. But real America lives in the country, in the towns, in the smaller cities. No one knows America who knows only its show places. The unifying factors have been (1) political solidarity, (2) compulsory schooling, (3) easy communication, (4) the press, (5) *national advertising*. And these material things have been in the leaven that is surely raising a mighty nation to new intellectual and spiritual levels.

O C. Harn

LAST week advertising honored O. C. Harn, and O. C. Harn honored advertising.

Mr. Harn was honored by being awarded the Harvard Gold Medal for distinguished service to advertising; he honored advertising by accepting the post of managing director of the Audit Bureau of Circulations, rendered vacant by the untimely death of Stanley R. Clague. His acceptance of this office, involving as it does responsibility and strain such as few jobs in advertising entail, is timely confirmation of the wisdom of the jury in honoring Mr. Harn with the highest award in their power to bestow upon one of their fellows. For it was Mr. Harn's unselfish and effective work in fathering and founding the Audit Bureau of Circulations years ago, and serving as its president at great sacrifice of time and energy, that earned him Mr. Bok's Harvard medal; and his willingness now to turn his back on his comfortable berth in New York, earned by years of conscientious service, and face the problems and responsibilities of so arduous an office as the directorship of the A. B. C., testify to his continued interest in this worthy institution and his willingness to serve his profession as unselfishly in the future as he has in the past.

We congratulate Mr. Harn; and we congratulate advertising.

London and New York

Two Rich Markets That Hold Contrasting Problems of Advertising and Selling

By Amos Stote

THE world's two greatest commercial centers are usually discussed from the standpoint of contrast, and there is plenty of it. There is also similarity, and plenty of that, when certain advertising and selling problems are up for consideration.

Briefly stated, the selling phase of the similarity is a combination of geography and population. Suppose we present the situation in this manner: New York is to New England what London is to Britain. This is not merely a question of the dominant proportions of the two cities, but rather more a matter of the dimensions and characteristics of the areas each city serves.

Carry the comparison a step farther. New York is to Bridgeport and Boston, to Hartford, Worcester and Portland (Me.), what London is to Manchester and Liverpool, to Nottingham, Newcastle and Edinburgh. Of course, you can carry on these comparisons until you have arrayed practically all the cities within the regions referred to in duplicate. Seaport for seaport, textile city for textile city, metal-working city for metal-working city, until you have included the Cambridge on the River Cam and the Cambridge on the Charles River; but the similarities given are enough to point the geographic-population-industry moral of this story.

So much for the situation; for things as they are that are likely to remain as they are. And it is this likelihood of things remaining as they are that makes their consideration important. For when you think of your British market, actual or potential, it may simplify labor considerably if you would use the comparative picture offered you by New England. And the Briton may reap no small understanding of the most populous buying area in the States if he will let his familiarity with his own country indicate the physical proportions of the New York City-New England division of the States,



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which must naturally include Westchester, Long Island and Suburban New Jersey.

These two compared territories undoubtedly comprise the richest markets, per mile, in the world. In both instances road and rail transportation is highly developed; the population is chiefly industrial; and the varieties of products produced are almost as wide as the imagination can picture. In both instances the hauls for merchandise are short and proportionately prompt in delivery, and low in transportation charges.

AND now we may consider these rough and ready but useful comparisons to have another service: to point out significant contrasts essential to an intelligent appreciation of the two markets. The comparisons are so remarkable that one is likely to carry them too far, and so, unless one does a bit of checking up, find them a stumbling block at times.

For example: As New York newspapers control a wide and populous area around New York, even more so do certain London papers control a wider and more populous area around London. While this contrast might be called a matter of degrees in comparison, yet the differences in degrees are so great the situation calls for special consideration.

London is far more important and far more the center of things in Britain than New York can ever be for more than its immediate trading area. All the main line railways radiate from London, and London is the political, social, industrial, commercial, transportation and financial center of its country. It exceeds New York in relative national influence in almost inverse ratio as the States exceed Britain in area.

What New York is to New England, London is to England, Scotland, Wales and, yes, Ireland. In other words, London is a complete national capital, a working national capital, dominant in its country as are Paris and Berlin in their countries; and they are commercially more dominant than New York is in the States, yet none of these capitals holds by any means a like importance to its nation as London holds to Britain.

There is much trading significance in this situation. This one city holds a position such as no other city in the world pretends to hold. Through its strategic grasp upon the routine of the lives of nearly forty-five million people it has a power which makes it the seat of action of practically every wise trader doing business among its country's inhabitants.

Also this power and this position are increasing. There are no rival Chicagos, no increasing Detroits to challenge the might of London. No political Washington disturbs its sway. Every increase in transportation or communication facilities is an inevitable increase in the solidarity of London. It may not have the harbor of New York, but at whatever British port an ocean liner sets you down, there is a boat train waiting to speed you to London. Which means that the great passenger ports indenting the coast line of this island are London ports.

[CONTINUED ON PAGE 83]

BRUCE BARTON ROY S. DURSTINE ALEX F. OSBORN

Barton, Durstine & Osborn
INCORPORATED

AN advertising agency of about two hundred people among whom are these account executives and department heads

James Adams
Mary L. Alexander
Joseph Alger
John D. Anderson
Kenneth Andrews
J. A. Archbald, jr.
R. P. Bagg
W. R. Baker, jr.
F. T. Baldwin
Bruce Barton
Robert Barton
Carl Burger
H. G. Canda
A. D. Chiquoine, jr.
Margaret Crane
Thoreau Cronyn
J. Davis Danforth
Webster David
C. L. Davis
Rowland Davis
Ernest Donohue
B. C. Duffy
Roy S. Durstine
Harriet Elias
George O. Everett
G. G. Flory
K. D. Frankenstein
R. C. Gellert
B. E. Giffen
Geo. F. Gouge
Louis F. Grant
Gilson Gray
E. Dorothy Greig
Girard Hammond
Mabel P. Hanford
Chester E. Haring
F. W. Hatch
Boynton Hayward
Roland Hintermeister
P. M. Hollister
F. G. Hubbard
Matthew Hufnagel
Gustave E. Hult
S. P. Irvin
Charles D. Kaiser
R. N. King
D. P. Kingston
Wm. C. Magee
Carolyn T. March
Elmer Mason
Frank J. McCullough
Frank W. McGuirk
Allyn B. McIntire
Walter G. Miller
Alex F. Osborn
Leslie S. Pearl
T. Arnold Rau
James Rorty
Paul J. Senft
Irene Smith
J. Burton Stevens
William M. Strong
A. A. Trenchard
Charles Wadsworth
D. B. Wheeler
George W. Winter
C. S. Woolley
J. H. Wright

NEW YORK
383 MADISON AVENUE

BOSTON
30 NEWBURY STREET

BUFFALO
220 DELAWARE AVENUE

Member American Association of Advertising Agencies
Member Audit Bureau of Circulations
Member National Outdoor Advertising Bureau

When the Order Isn't Breaking

That's the Time Your Salesmen Need Patting on the Back. The Actual Taking of the Order Is Generally Easy, But the Missionary Work Is Another Story

By Oscar Williamson



LATE one afternoon a certain salesman strolled into his home office and deposited on the desk of his chief no less than five orders with well known names signed on the well known dotted lines. They were large orders, because this company sold expensive machinery in large quantities. An account once sold generally remained sold, so these orders actually represented considerably more than appeared on their surfaces. But, inasmuch as the product was of the type described, it is hardly necessary to dwell on the fact that a vast amount of good persistent selling lay behind each one of those signed blanks.

The sales manager gave a little gasp which contained an odd mixture of incredulity and ecstacy. He shouted for the assistant sales manager. There was considerable loud talking in excited voices. This attracted the advertising manager and the sales promotion manager, who added to the clamor and eventually drew in the general manager, who called the president. The chairman of the board happened to be in Dubuque or he probably would have come in too. They slapped the salesman on the back until he was black and blue; they pumped his hand until it was reduced to the consistency of a middle-aged floor mop; they accused him of being everything from a go-getter to the savior of civilization, and they talked vaguely of declaring a holiday and holding a barbeque for the wives and kiddies.

We shall call this salesman Smith, because his real name runs into four syllables. He happened to be a particularly level-headed individual who had won his spurs a number of years before. It was very nice, he reflected, to be treated thus as the company's fair-haired boy, especially as for the past six weeks or so he had been about as popular around the home office as an Eskimo orphan. But he refused to harbor any delusions of grandeur.

"LISTEN!" he commanded as soon as he was able to get a word in edgewise. "You fellows are long on the cheers when you see the old shekels actually rolling in, but what you don't seem to realize is that I am just as tickled about it as any of the rest of you. Those orders represent so many triumphs for me. Behind each of them lies a record of hard work and steady selling that varies from a week to a year or more. The fact that the orders have actually broken gives me a darn sight more satisfaction than all of your shouting. It is not *now* that I need your encouragement; it is when the orders *aren't breaking* and when I am butting my head against the discouraging wall of sales resistance that your enthusiasm and appreciation would mean most to me."

He went on from that point and told them a number of things which had been rankling in his mind for some weeks. At that moment he was in a position to talk with a certain amount of unrestraint and to be listened to as an authority rather than as a sorehead. And from his pungent conversation emerged several pointed facts which gave his superiors food for thought and which may possibly lead to the revision of various of their hard and fast standards of judgment.

The product marketed by this particular company, as previously stated, was an expensive one, and one for which acceptance had gradually to be built up. This long missionary work, this continued plugging, as any salesman will agree, is one of the most discouraging things a man can encounter. Orders are few and far between, and in these intervals the management is altogether too prone to forget the fact that every one of those orders means a great deal more than would appear on the surface. They have reconciled themselves to the fact that they are not peddling a grocery staple where orders are small and plentiful, and they have built up a high-grade sales force upon this premise. Yet when the sales force is on the firing line and no tangible results seem to be accruing, it is only human to get impatient.

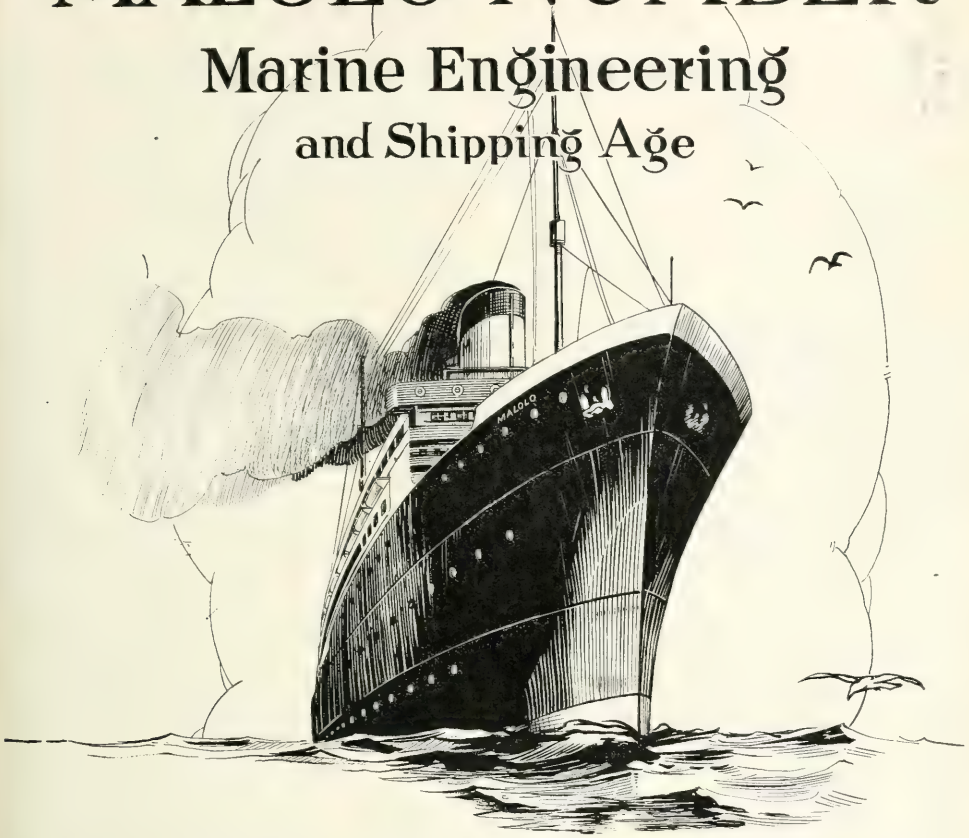
The sales force, too, is thoroughly familar with this premise. They know precisely what they are up against and they are willing to accept it as what it is. Naturally, they become discouraged during the long periods when the orders fail to materialize, because they, too,

[CONTINUED ON PAGE 86]

Announcing the

MALOLO NUMBER

Marine Engineering and Shipping Age



THE Malolo Number of *Marine Engineering and Shipping Age* will be replete with editorial information pertaining to this great steamship—the largest and most palatial liner ever built in this country. It offers to every manufacturer whose materials or equipment were selected for the construction and outfitting of the Malolo, an opportunity to focus the attention of the marine industry on their products at the time this great liner is being placed into service. More complete information gladly furnished on request.

Simmons-Boardman Publishing Company

"The House of Transportation"

30 Church Street New York, N. Y.

Chicago: 608 S. Dearborn Street
San Francisco: 74 New Montgomery Street
Cleveland: 6007 Euclid Avenue
Mandeville, Louisiana
Washington: 17th and H Streets, N. W.
London: 34 Victoria Street, S. W. 1

The Business of Being an Advertising Manager

By James M. Campbell

THOSE of us who are old enough to have voted for—or against — Theodore Roosevelt can recall the time when advertising managerships, like kisses, went by favor. Not always, of course, but very often it was the sales manager's brother-in-law or the vice-president's son-in-law who got the job. The idea, apparently, was that anybody could be an advertising manager. And anybody, or pretty nearly anybody, was.

The business of being an advertising manager had not been standardized—that is, no two businesses had the same ideas as to what the duties and responsibilities of an advertising manager were. And so in one concern you would find that the advertising manager was merely a sort of a glorified messenger-boy—a "buffer" who stood between the boss and the outside world, while in another he was paid a real salary, had real responsibilities, and was a real factor in the business with which he was connected.

The business of being an advertising manager has not yet been completely standardized. Probably, it never will be. But, in recent years, a lot of progress has been made in that direction. Fewer "buffers" sit in advertising managers' chairs than was the case fifteen or twenty years ago. On the other hand, the type of advertising manager who used to get as much publicity for himself as for his company has disappeared.

In those vari-colored volumes which are among the most highly-prized possessions of advertising agencies are listed the names of several thousand business enterprises which are classified as "national" advertisers. And it is safe to say that in the United States and Canada there are, at the present time, thousands of men and women whose bread and butter are more or less dependent upon the circumstance that they have "something to do with advertising." They write or supervise the writing of advertising copy. They pass judgment on advertising "propositions"—horrible and much-misused word! They listen to the representations of sellers of advertising. They do whatever else they think should be done to improve the relations between their employers and the buying public.

Undoubtedly, many of these men and women are thoroughly qualified for the work they do. Others still have a long way to go.

More than once, the thought has occurred to me that many of these beginners would be helped if someone who has spent the greater part of his business life in advertising would "turn himself inside out" for their benefit. And as, this morning, I happen to be, as the lawyers say, "of sound and disposing mind," I propose to do that very thing, myself.

Let me say, at the outset, that there is no royal road to advertising knowledge. There are no short cuts. *One learns by doing.* But one's journey along the road that leads to advertising knowledge is made more quickly, more easily and with less likelihood of losing one's way if one avails oneself of the experience of those who have gone before, just as, when one goes automobiling, one wisely avails oneself of the guide posts—"7 miles to Utica," "Sharp curve ahead"—which parallel almost every automobile highway.

THIS article and the one that follows are intended to be guide-posts. They will not tell you how fast you should go, or when you will reach the end of your journey, or what sort of car you should drive. But they will give you a pretty fair notion of the equipment you should have and of some of the "bad spots" along the way.

There are certain qualifications for the business of being an advertising manager which, it seems to me, are indispensable. They are: a good education; an "urge" toward advertising; an ability to express oneself clearly and convincingly; an optimistic outlook on life; an enquiring mind; a willingness to give and take; tact; initiative; originality; organizing ability. With these qualifications, one should go far.

EQUALLY essential, in my opinion, is a willingness on the part of the man who is engaged in advertising—or would like to be—to ask himself certain questions:

1. Outside of a livelihood, what if anything will the business of being an advertising manager give me?
2. Is the industry with which I am—or expect to be—identified justified from an economic standpoint?
3. Has the advertising which it is doing any other motive than profit?
4. Does this advertising truly express its policies and standards?
5. If it does not, can it be made to do so?
6. Is it not possible to uncover in the industry something which has in it the quality of service to mankind and which, if adopted as the basis of its advertising efforts, will yield spiritual as well as monetary reward?

Early in his career the man who would succeed in the business of being an advertising manager should try to reach fairly correct conclusions as to the part advertising plays in modern business. That advertising tends to standardize our ideas in regard to clothes, food, amusements, furniture, and many other things is unquestionably true. But is that an unmixed evil? I think not. Only through quantity production is it possible to effect those economies in manufacturing which bring ninety-five articles in a hundred within reach of the everyday man and woman. Quantity production and advertising go hand-in-hand. Without advertising, quantity production could not be. To quote from an article which appeared in a recent issue of the *Atlantic Monthly*, "From the standpoint of the producer, a buyer is as important as something to sell." The prime purpose of advertising is to find buyers.

It is possible that men were happier when life was less complex;

[CONTINUED ON PAGE 71]

A Page from The Christian Science Monitor

THE CHRISTIAN SCIENCE MONITOR, BOSTON, TUESDAY, DECEMBER 21, 1926 3

ITALIAN COUP CONTEMPLATED

Plan to Make Mussolini Supreme Opposed by Duce—Italy Is Vital Issue

By BISLEY HUDDLESTON

By Special Cable

PARIS, Dec. 20.—Some advices reaching Paris indicate a desire of Benito Mussolini's partisans to abolish the election idea a still higher position. It is impossible to obtain confirmation, but since direct denial is unlikely to arrive, it may be well under all reserve that stories regarding a contemplated coup d'etat in Italy which would give Mussolini the supreme title have appeared.

It would appear that Signor Mussolini is not favorable, and that his views have compelled the decision, which was promulgated, to be modified. Italy may be the truth of the situation. It is certain that the Duce was obliged to take steps to re-establish his prestige, and he appears to be now a more potent influence, the extreme Fascist movement having somewhat burned itself out.

It is generally believed in diplomatic circles that the situation is more strained on the Italo-French frontier than has been the case for a century.

"Incidents" Not Desired

Yet it is not credible or intentional of "incidents" that is desired either by Italy or France. The collapse of the proposals for a meeting between Signor Mussolini and Aristide Briand causes considerable pleasure in exiled Fascist quarters, because such a meeting might have reversed Signor Mussolini's prestige precisely as the proposed meeting of Signor Mussolini and Dr. Gustav Stresemann will do.

But others regret that the opportunity was lost. They admit, however, that it is a difficult moment to approach Italy, even though the settlement of the Tunis question has calmed down, while Italian demands on France are being made. Recently an Italian newspaper asked its readers to name three baby lions at the Zoo. The names of Bebe, Nini, and Toto, composing Benito were chosen, but immediately after them came Savoie, Nice and Tunisia, which obtained the most votes.

Trivial but Significant

These apparently trivial incidents are significant in diplomatic affairs. It is to France that Italy looks, not merely to help in Italian aggrandizement but to surrender part of the colonial domain. Italy having failed in its colonial movement, now expects to acquire territory ready-made. Nevertheless, it is hoped in a better atmosphere shortly to begin serious negotiations, but Grand himself is not serving. Sir Austen Chamberlain advised conversations in September on the return from Locarno.

M. Briand took up the proposition in mid-November, awaiting himself on intermediary. Sir Austen Chamberlain, only to cover himself against criticisms of the French radical anti-Fascist, and also to avoid the appearance of taking the initiative in the conference where France has nothing to demand. France likes neither the Italian treaty with Albania, which creates friction with Jugoslavia nor the Italian treaty with Germany which M. Briand wishes to prevent. Italy is becoming the most vital spot on the European diplomatic map.

$75,896,652 CONTRACT FOR NEW CUBAN ROADS

Announcement of the awarding of a $75,896,652.63 paving contract to Warren Brothers Company of Boston for construction of the new Central Highway of Cuba was received here today.

Warren Brothers, in pointing out the contract was the largest one for a highway ever awarded and probably the largest public works contract ever to be let as a single contract, explained it was awarded after a lengthy session at Havana last night by a special board of awards appointed by the President of Cuba consisting of 14 persons.

The highway is 750 miles long, extending from Pinar del Rio City in the Province of Pinar del Rio, the extreme length of the island, and is seen as an economic necessity for the development of the social and business life of Cuba. It will not only provide proper transportation facilities for the products of the country, but will also enable thousands of tourists who visit Havana to become familiar with many of the scenic and historic points of interest which abound throughout the island.

WOMEN'S CLUBS DIRECTORS TO MEET

Special from Monitor Bureau

WASHINGTON.—Every state in the Union is expected to be represented at the meeting of the board of directors of the General Federation of Women's Clubs to be held at the national headquarters here in January. About 46 women, including state directors, trustees and department chairmen, are expected to attend the session at this meeting, which will be presided over by Mrs. John D. Sherman, president of the federation. The foundation for the establishment of a federation projects is one of the important projects to be presented for consideration. Enlargement of the Federation News will be discussed as will be several types of propaganda being directed toward women's organizations.

President Coolidge will receive the board and on Jan. 31 Mrs. Herbert Hoover will be the guest of the

Year After Year

Jones Dairy Farm Sausages have found their way to many breakfast tables, through consistent advertising in The Christian Science Monitor.

"A quality medium for quality products"

KING FERDINAND WOULD ABDICATE

Rumania's Ruler Wishes Restoration of Carol—Ex-Crown Prince Willing

[illegible] King Ferdinand of Rumania, [illegible] Hoover will be the guest of the [illegible] Will Ferdinand go to Paris to [illegible] and will Carol come to Bucharest to visit his father? There is no question of a regency. It is asserted that the monarchy will be maintained whatever happens, so that it is only the matter now at stake.

[illegible] permeate wound of the page. [illegible] so felt, any attempt on the [illegible] would be the work of [illegible] [illegible] Carol than has been [illegible] Berlin. Consequently the [illegible] Prince everybody [illegible] find himself in jail in [illegible] over reaching Rumanian [illegible] to say that it is [illegible] to emulate the attempt [illegible] the former Emperor [illegible] Austria, and enter Rumania [illegible] His counsellors have advised him not to return [illegible] Rumania under the existing [illegible] and Elena.

RADIO COMPANY ELECTS

NEW YORK (Oct. 11 P. [illegible] president of the Westinghouse Electric & Manufacturing Company, has been elected president of the Radio Corporation of the National Broadcasting Company, it was announced by the company. Mr. Davis took a leading part in the organization of the National Broadcasting Company which owns and operates station WEAF and a network of stations, WJZ in New York and WRC in Washington [illegible] brother-in-law wants a place on the regency which is now made up of Prince Nicolas the president of the Supreme Court and the patriarch of the Rumanian church.

It is considered an absolute certainty that the King will never consent to the Queen Mother being the real ruler of Prince Carol's son, the latter's relation with his royal mother despite their two recent meetings in Paris, are believed to be more than ever.

Thus the two questions that dominate the Rumanian situation are: Will Ferdinand go to Paris to see Carol or will Carol come to Bucharest to visit his father? There is no question of a regency. It is asserted that the monarchy will be maintained whatever happens, so that it is only the matter now at stake.

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[illegible] crowned King of Rumania." General Coanda and several other leading politicos figure.

At the present time there is a sharp quarrel at the Royal Palace over the succession of power. Queen Marie, supported by Mr. Bratiano and Prince Stirbey, the latter's [illegible]

BRITAIN SENDS NOTE TO CHINA

Memorandum Deals With Questions of Surtaxes and Extraterritoriality

LONDON, Dec. 20 (AP). The foreign powers are face to face with a crisis, [illegible] of nationalism in China and the whole situation demands most careful and immediate consideration, with the granting of the so-called Washington surtaxes as soon as possible in the view of the British Government which delivered important proposals to the Peking diplomatic corps last Saturday.

Considerable reticence was maintained at the Foreign Office with regard to the details of the proposals but it was stated that the real problems of the Chinese crisis have become [illegible] extraterritoriality and the granting of the so-called Washington surtaxes as soon as possible.

The memorandum, delivered in Peking, it was said, does not deal with proposals of the Cantonese regime but with surtaxes and extraterritoriality. It was emphasized at the Foreign Office that Great Britain does not wish to intervene on either side in the civil war which is now raging in China.

It also was stated that increased customs revenues which Great Britain believes should be instituted as soon as possible would be for the benefit of the provinces in which they are collected, this belief being an important point in the Peking memorandum.

It was stated that the Peking memorandum should not be confused with the conversations held at Hankow by the British Ambassador Miles Lampson, with Foreign Minister of the Cantonese Government. The memorandum has been under consideration for a considerable time by the Foreign Office and the Peking embassy.

As yet none of the powers has replied to the attitude toward the British proposals.

PEKING, Dec. 20 (AP).—Strikes in the Standard Oil Company's Shanghai wires at Hankow have been settled, with no authoritative dispatch from either. Some weeks ago a flotilla of tankers announced that at a fixed hour, March on a certain Saturday, but despite the simple fund of outdoor activities would be introduced in the British public. Great plans were made for this event and it was announced that the hoe days would be [illegible] in tulle and wrapped in [illegible] sandbags was individual holders.

But the way in appreciation of this overseas delicacy by the British public was not so smooth as had been expected. A firm of provision dealers [illegible] to this country for an [illegible] order for sale of the hoe bags, [illegible] the order had been registered as their trade-mark [illegible]

POPE APPOINTS TWO NEW CARDINALS

ROME, Dec. 20 (AP).—Pope Pius held a secret consistory at the Vatican today, with the participation of all the members of the sacred college residing in Rome, headed by Cardinal Gasparri, when he created seven new Italian cardinals, Giuseppe Lauri, archbishop of Turin, and Lorenzo Lauri, nuncio to Poland.

The pontiff's allocution lasted 50 minutes. In it he again strongly deplored the persecution of the Roman Catholic church in Mexico and urged the French Roman Catholics to unite in the religious field, although they differed in their views on certain political parties, and regretted the [illegible] of the Catholic press in the campaigns which occurred in Italy after the last attempt to [illegible] Benito Mussolini.

Britain Frees American "Hot Dogs" From Leash of Judicial Restraint

Special from Monitor Bureau

LONDON.—Hot dogs are off the leash, but whether their liberty is to be permanent or only temporary is a matter left for the courts to determine. Some weeks ago a firm of caterers announced that at a football match on a certain Saturday, hot dogs, the staple food of outdoor America, would be introduced in the British public. Great plans were made for this event and it was announced that the hot dogs would be delivered in tulle and wrapped in sandbags was individual holders.

But the way in appreciation of this overseas delicacy by the British public was not so smooth as had been expected. A firm of provision dealers [illegible] to this country for an [illegible] order for sale of the hoe bags, [illegible] the order had been registered as their trade-mark [illegible] and that they were entitled to the exclusive use of it.

The hearing on the application for the injunction was held at Manchester where a wealth of legal exerting assembled to discuss in the most solemn way the ingredients gastronomic, general department, dietetic values, and judicial character of the [illegible] dog. It was at this point that the name had been rendered property, and therefore not subject to copyright reservation in England since 1912.

The official report of the case concludes as follows: "Mr. Justice Clauson said he did not think he was in a position to grant the injunction asked for. He did not propose to say anything one, but as the evidence before him stood he could not accede to the request of the plaintiffs counsel. Facilities were granted for an [illegible] of the action."

K. Sulka & Company

SHIRTMAKERS AND HABERDASHERS

REGARDING UNDERWEAR

In buying Underwear from us you have the advantages of being unusually well fitted in Union or Two-Piece Suits of our own and other most desirable makes

Prices Right

512 FIFTH AVENUE—AT 43D STREET NEW YORK

LONDON PARIS

27 OLD BOND STREET 2 RUE DE CASTIGLIONE



[We believe, up here, in the good old American breakfast traditions]

WHILE THEY LAST

Holiday Vermont Style Sausages

from our farm

FOR the fortunate, savory winter breakfasts are in store. These breakfasts will include good old fashioned pork sausages made from a famous Vermont recipe and shipped straight from our woodland farm.

The farm once produced excellent cheese and butter in quantity. Now that has narrowed to pork products. We have made Jones Dairy Farm Sausages *40 years.*

They have become justly famous—served wherever discriminating tastes demand the flavor and purity old fashioned methods give. Our own young pork is raised here in Wisconsin. Fed milk and corn—for flavor, tenderness. The choice parts of the meat go into *our* sausages.

Buy Jones Dairy Farm Products, if you care.

Some careful dealer in your locality has Jones Dairy Farm Sausages *for those who order first.* We'll gladly send you his name and address, if you'll mail us a card.

BREAKFAST IDEAS: Miss Mary Jones, of our family, has collected a list of uncommon winter breakfast recipes and menus. Ask your dealer for this, or address Jones Dairy Farm, Ft. Atkinson, Wisconsin. *You'll be delighted!*

JONES DAIRY FARM

SAUSAGES

Quality Since 1844

For the Discriminating Man

A New Brogue by Boyden

One of the Season's Smartest

Exclusively handled in Men Properties by

BOOKER and PETERMANN

352 Post Street

The Christian Science Monitor An International Daily Newspaper

Advertising Offices in Boston, New York, London, Paris, Florence, Philadelphia, Chicago, Cleveland, Detroit, Kansas City, San Francisco, Los Angeles, Seattle, Portland (Oregon)

Selling? Or Helping People to Buy?

Present-Day Selling Methods Frequently Put the Cart before the Horse

By Frederick Black

Radium Ore Revigator Company, San Francisco

"WHAT'S the use of your trying to sell me, Jim?" asked a purchasing agent recently of a salesman with whom he had been doing business for several years. "You should know by this time," he continued, "that while I may be induced to buy a heluva lot of stuff, I cannot be *sold* anything." A large part of the resistance in selling is the streak in human nature which resents the idea of being sold.

After all, most people buy where and when they wish to buy. Business is not ordinarily a one-sided affair. We appreciate our customers' business and are considerably interested in maintaining their goodwill, but we know that they deal with us only because it is to their advantage to do so. The custom of entertaining customers and sending presents to show appreciation of their business is already ancient history.

A product that is one of the modern merchandising successes is manufactured in an out-of-the-way community so that special arrangements are necessary for the accommodation of the many buyers who visit the executive offices. Equal consideration is given those who come to sell raw materials and equipment, because, as one of the executives has said: "We feel that we are under just as big an obligation to those we buy from as we are to those to whom we sell. We buy from people solely because it is to our advantage, in the same way that our customers buy from us because it is to *their* advantage."

The turning point in many a salesman's career was the moment he realized that there are conditions which make it unusually difficult to keep people from buying. Any effort devoted to the creating of these conditions is sure to be much more productive in the long run than effort devoted solely to the solicitation of orders.

It is suggested that the salesman of the future will do little or no selling, although he will *place* more goods or service than does his prototype of today. Such a "salesman" will be guided by the principle that, everything being equal, it will be difficult to keep people from buying his goods if they find they can make more money with them or use them to better advantage than a competing line. This species of "salesman" has been in the chrysalis stage for some time. He has been on the road with the service car putting in window trims.

SALES resistance cannot be removed successfully by methods which do not attack the cause. At regular intervals thousands of salesmanagers "pep up" their salesmen, but just as frequently hundreds of thousands of prospects and customers take this "pep" out of them more quickly than it was injected. Mr. B. J. Williams, director of sales, The Paraffine Companies, Inc., says: "'Pep' letters are an insult, and the last resort of an incompetent salesmanager." The main reason that this is so is that everything connected with building a false enthusiasm is but part of the process of fighting sales resistance instead of removing it.

A former president of the Advertising Clubs of the World has likened the channels of distribution to a pipe-line leading from a storage tank, which is the factory, to many small faucets, which are the retail dealers. The rate of flow from the tank is entirely dependent on the size of the faucets—and whether or not they are partly closed. This simile suggests that a "salesman" may be more useful in finding outlets and keeping them "outletting" rather than merely trying to sell.

Most salesmen, out of the broad experience gained while meeting many merchants in different parts of a territory, have definite ideas regarding the analyzing of sales possibilities in a community, making a contact with prospects and generally building sales volume. But, because it is their job to sell goods and not to make their customers better merchants, they are unable to do this important educational work, which may seem the long but is decidedly the short road to the securing of permanent sales volume.

In the final analysis, the average dealer feels that the average salesmen who call on him come to take his money. It is true that the dealer welcomes their visit because he realizes his dependency on their goods, but the fact remains that he must assume the larger part of the responsibility of getting their various products off his shelves quickly enough to avoid losing his profit in overhead charges. The dealer knows that the salesmen want to sell him every last cent's worth. He knows that his wishes and their wishes do not always agree. And the result is sales resistance.

How different is the attitude of this dealer toward the salesman who calls to give him something rather than merely to "take his money" by selling him—to give him a profit-producing plan which will show him sales possibilities with the line greater than he had previously thought possible. Such a "salesman" does not need to *sell* this dealer, nor does he need to fear competition. Although the salesman has become a serviceman, the goods are sold just the same. In other words, they are now being bought instead of sold.

INDEED, it may be set down as an axiom for a salesman, that his prospects and customers judge him largely by his attitude: whether he is trying to understand their problems and render assistance or merely trying to make a sale. Bobby Burns' famous quotation was the result of seeing an over-dressed woman with a flea on her bonnet, but it might well have been inspired by a salesman who failed to make a sale. The ability to "see oursel's as ithers see us" and to "do unto others as we would they should do unto us" means

[CONTINUED ON PAGE 62]



Picturing the merchandise as part of the name, and making the whole an Interrupting selling symbol, has been strikingly accomplished for the Van Dyck Cigar.

This Interrupting Idea is used throughout the newspaper, window and store advertising prepared for the General Cigar Company, Inc., by the Federal Advertising Agency, Inc., of 6 East 39th St., New York.

What I Want Publication Representatives to Tell Me

By Harlow P. Roberts

Advertising Manager, The Pepsodent Company

UPON reading the comments and discussion regarding the advisability of the advertiser interviewing publishers' representatives, it sounds to one as though about the only thing the advertising manager gets out of such an interview is a severe "headache" and a pile of "unfinished" work. That can very easily happen, and I recall a few interviews from which I did not get even a headache. Nevertheless, I feel that an advertising manager can get real benefit from an interview with some publishers' representatives.

A while ago I expressed my opinion of the "lazy selling" methods of certain representatives. The men who practice "lazy selling" are not being considered here, for they waste the time not only of the person they interview, but of themselves as well. Nothing is more negative than a purposeless interview. Those considered here are with men who have something to tell. To enumerate their advantages and to put them all in concrete form is somewhat difficult; for some are rather elusive. I have received data at an interview that were not used for six months. But knowing about them proved to be most valuable.

To plan a campaign the advertising manager must have a knowledge of his markets, both actual and potential, and first-hand knowledge of the most effective media for reaching them. I believe in the majority of cases the agency acts as an adviser and consultant, but it is really up to the advertiser, or to the advertising manager as representative of the account, to say what should or should not be used. If the advertising manager is to carry on these duties he will have to be thoroughly informed and in possession of up-to-the-minute data.

I do not mean to imply that the advertising manager himself should see every representative who comes in. That is impossible. Those I cannot see personally are taken care of by an assistant. From these interviews I find that we can get some distinct benefits:

First. We have our attention called to the advances and changes in a publication's status, especially increases in circulation, which usually portend an increase in rates. True, the agency usually sees that its accounts are protected as far as possible against rate increases. But where schedules are being made frequently for different products, I find it necessary to know of these changes.

Second. I have been able to get a very comprehensive file of data on various publications. This file contains more than one side of the question, as we try to hear both sides before drawing conclusions. This is especially helpful in arranging a newspaper campaign when we find we are limited in the number of publications we can use.

Third. From these interviews I have been able to secure some very valuable help in the analysis of circulation and its distribution. This information is used in the distribution of our advertising appropriation and expenditures.

Some publishers, both of magazines and of newspapers, have worked their circulations out in very careful detail.

Fourth. Information about markets, local as well as state and national, is extremely helpful. Many publishers have compiled valuable data which they use in securing circulation.

These data are frequently of equal value to the advertiser.

Fifth. Through these interviews and the assistance of the agency, we have been able to arrange for some very excellent cooperation, when needed, in some special territory. The agency is always a great help in such matters, but I find that direct contact is necessary for the final carrying out of the plan to the best advantage of all.

There are other advantages that might be enumerated, but I feel that they would come under some one of the general classifications above. It is true that some representatives do not work out a presentation or have a definite story to tell. Their principal idea is to ask why they do not get the business.

Such a man can be of little value to the publication he represents, and he certainly means nothing at all to the advertiser.

I do not wish anyone to think that I approve of or like to have one publisher's representative knock another publication. In fact, my personal reaction is usually against the man making such a solicitation. A representative is entitled to make parallel comparisons provided that he does it in a clean and above-board manner. But to try to paint everyone bad except oneself is usually funny. Self-imposed halos do not fit or look well.

IN this day when the problems of advertising are multiplying rapidly, because of the tremendous increases in circulation and the rapid increases in rates, the advertiser has many problems to work out before a campaign can be released. The purchasing agent finds it advantageous to get all possible data before buying machinery or equipment. He interviews the representative of each prospective source of supply. Why shouldn't the advertising manager find it advantageous to study the publisher's story before buying his advertising space?

Perhaps the thing purchased is more intangible than machinery, but the necessity of making the best possible selection is of even greater importance.

The more publishers' representatives there are who work out a constructive story based on facts, the more advertising managers there will be who will feel that it is not a waste of time to grant interviews.

17,383 letters, *and more in every mail* in reply to one article

Picture yourself getting a mail like this. Imagine how *you'd* feel to be snowed under by this avalanche of letters that came to J. A. Hendriks.

Hendriks isn't a popular Hollywood movie star at that. He's a county agent in Kansas. His correspondents—17,383 of them—are all readers of *Capper's Farmer.*

Hendriks discovered a new method of feeding baby chicks which cuts the mortality rate among chicks and means big money to the farmer. So he told his story in the January issue of *Capper's Farmer,* where over 800,000 Midwestern farmers could read it.

Their letters began to pour in — by tens, hundreds, and thousands — asking for more information. To date 17,383 letters have arrived—with a new batch in each mail. That's the response you get out of *Capper's Farmer* readers!

800,000 subscribers, plus. Intelligent, progressive farmers of the great Midwest —no better anywhere. Always on the lookout for ways to improve their farming and living conditions. Prosperous, too. Amply able to satisfy their needs and desires.

CAPPERGRAMS

13 Midwestern States covered by *Capper's Farmer* have only 38.8% of the farmers of the United States, yet they produce

54.5% of the corn
59.6% of the wheat
48.0% of the cotton

and possess

57.7% of the value of the livestock
62.1% of the value of farm lands.

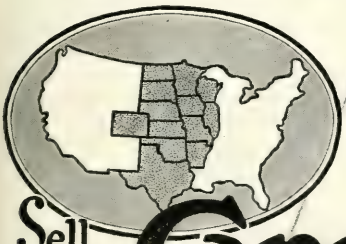
As for rural buying power, this income is almost equal to that of the rest of the United States combined.

These farmers read *Capper's Farmer* as religiously as you agency men and advertising managers read your *Advertising and Selling*—page by page, word for word. They depend on the information in it, written *for* practical farmers *by* practical farmers—men just like this County Agent Hendriks.

Whatever *your* story is about—motor trucks or milking machines, wallpaper or linoleum, radiator or cookstoves, soap or beans—you can count on its being seen and read if it appears in *Capper's Farmer.*

If ever you wondered about *Capper's Farmer,* just think of Hendriks and his 17,383 letters and you'll agree—*it pulls!*

M. L. Crowther
Advertising Manager



Sell *this Territory thru* **Capper's Farmer**

Circulation 815,000 *Published at Topeka, Kansas, by Arthur Capper*

THE MIDRIFF OF THE WORLD IN THE MIDWEST OF THE NATION

Look for This "Red Flag"

When Sales of "Mail Order" Houses Fall—Watch Out!

By Harry Varley

IS there any better barometer of business conditions than the sales of big "mail order" houses? Each day's sales represent quick, current demands from a cross-section of the population. When more than fifty million people, widely scattered geographically, begin to cut down on their buying (of luxuries first, then household necessities, food and clothing) it has a significance that cannot be ignored.

What more vital signal can there be?

Car loadings? They are the results of weeks' or months' old business.

Bank clearings? This week's clearings for the most part involve transactions that were completed anywhere up to thirty days previously.

Current reports of manufacturers? Often they are months away from the present state of mind of the consumer of the products. In many lines the lessening of buying pressure felt by the retailer is not communicated to the jobber for weeks; in turn the jobber suffers for a period before the slackened demand is passed through him to the manufacturer.

Chain store sales? They are better indications; but because, generally, they deal in lower-priced necessities their sales may hold up for a time in a decreasing general market due to a withdrawal of patronage from higher price shops.

Wall Street? Somewhere in the artificial day-to-day increases and decreases in intrinsic values (values that cannot possibly change with the whims and caprices of the speculator) there may be fundamental signs by which the future progress of business can be determined. If so, the signs are not for the ordinary mind to see.

Even the expert would have difficulty in showing any harmony between the steady curve of business and the fluctuating curve showing prices of stocks and shares during the past twelve months.

The answer to "Where are we going?" is not written on the ticker tape except for those whose fortunes are made and lost by the fascinating symbols that tick their way from under the glass domes.

There may be some question regarding the kind of people the mail order houses serve and the criticism that what they do and feel has no bearing on business or the populace at large.

Years ago mail order houses catered to a somewhat isolated farm population. The isolation has gone. Rural communities are in touch with current conditions, because of the moving picture, automobile, radio and universal educational facilities. The sharp distinction between the rural and city mind has gone. The influence of the rural banker is felt all the way down to the very small farmer. The interests of the small agriculturists are now bound up with those of the small banker; the rural bankers' with the interests of their bigger brothers.

During the past ten or fifteen years, the entire system of business and finance has spread even to the lowly farmer and has taken its roots in the very soil of the country.

Have not these roots then, with their first sensitive quiverings, a message that must be felt eventually even by those at the top of the tree?

LOCAL conditions in various sections may cause troubles of no national moment. But when, for no apparent reason, seasonal orders that should come fail to arrive from every point of the compass and all the large mail order houses are affected at the same time, then the red flag of danger runs up for all of us.

It is true that a drop in commodity prices after a semi-annual mail order catalogue is issued will cause a recession in the business due entirely to the price change.

But beyond these occasional drops, and embracing them, is the general trend of the mail order business with its foretelling of the future.

There is a fairly definite *manner* of decrease in the transactions of a mail order house. People stop buying pianos and silverware before they limit their purchases of farm tools and groceries. Thus the first signs of a decline are in the "luxury" departments.

If a piano manufacturer could know when mail order sales of pianos are on a definite decline, he could well think about curtailing his manufacturing so that when results of poorer business affected him through his various distributing channels, he would not have so much money tied up in stock. What is true of pianos would be equally true of many products.

PARTICULARLY would it be true of materials such as sheet metal, where the actual use is so far from the manufacturer's supervision or knowledge because of distributors', jobbers', contractors' and sheet metal workers' stocks.

What better guide could there be for a production-planning department for either decreasing or increasing production? All that is indicative in the mail order business as a signal on the down side is also true on the up side.

If you have no access to the intimate departmental reports of mail order sales, watch the monthly reports of total sales of the two or three largest houses.

When a decided decrease is recorded over the same month in the previous year and is followed by another decrease in the next month, it is time to walk warily, to get all the available figures on the stocks in the hands of your distributors, and to shape your manufacturing schedule accordingly.

Should you have any doubts as to the value of this information, go back over the records and see how closely the mail order business has foretold general business, and always several months ahead of the big swings up and down.

If the mail order business is not a barometer *surely* forecasting fair weather and storms in business, it is, at least, the very best thermometer for registering the heat of today's demands.

This paragraph, from an address by E. St. Elmo Lewis before the fourth annual convention of the American Institute of Steel Construction, expresses a truth about markets that is all too often overlooked:

"People, after all, make trade. Their condition of mind, which governs their freedom of choice, is responsible for most business. A man with $10 in his pocket is often a better prospect than a man with $100. It depends on his state of mind."

Advertising is not merely printed salesmanship; it is often printed psychology [illegible]

From "The 8 Pt. Page" in Advertising and Selling

"Their Condition of Mind Governs Their Choice."

MISERS and wastrels—thinking of them, it becomes even more apparent that mental attitude controls freedom of choice.

What greater sales opportunity, therefore, can be found than an audience, young, keen, acquisitive, unprejudiced in its mental and buying attitudes? And SMART SET reaches more than half a million youthful buyers. Their minds have not become jaded through persistent repetition of the same old stories.

Advertisers say that SMART SET produces sales at the lowest cost. That's only half the story. Being young, these SMART SET readers are forming preferences which will guide their buying *for the next* 40 *years.*



SMART SET

R. E. BERLIN, *Business Manager*
119 West 40th St., New York
Chicago Office, 360 N. Michigan Ave.

The 8pt. Page
by
Odds Bodkins



LAST night I ran across the trail of *Hampton's Magazine*. I'd forgotten there ever was such a periodical, until I bumped into it in Rheta Childe Dorr's book, "A Woman of Fifty."

Mrs. Dorr says Hampton taught her to write, and she relates one incident that seems to contain his whole course of instruction in three or four sentences. She had finally come to the point of writing something that was really good, and showed it to Hampton.

"What did I tell you?" exclaimed Hampton. "They call writing a matter of inspiration. Bunk! All you have to do is to say to yourself: 'Hell's bells! What do I want to say?' And *say* it."

Mrs. Dorr says she recommends this formula, not only to schools of journalism and short-story writing-classes, but to the younger set in fiction who draw their inspiration from Freud and the psychopathic wards.

I recommend it also to the younger set in advertising. In fact, I propose a Hell's Bells school of advertising copy!

—8-pt.—

E. A. Pettingill of the advertising staff of *The Milwaukee Journal*, who has had more than 30 years' experience with large department stores throughout the country, has written a set of commandments for retailers which has more merit than most decalogues, for it contains a sound philosophy of retailing:

THE TEN COMMANDMENTS FOR RETAILERS!

I. Thou shalt love they business and it only shalt thou serve; for thy business is a jealous business visiting the iniquity of the management on all connected with it, but bestowing favors to the third and fourth generation on those that love it and keep its commandments.

II. Thou shalt display thy merchandise with loving care and thou shalt not permit thy window displays nor thy interior decorations to wax old, tarnished or dulled in attractiveness.

III. Thou shalt know thy business and all its wares; nor shalt thou fail to impart thy knowledge to all thy salespeople to the end that they, too, may be familiar with their merits.

IV. Thou shalt honor thy customer and him only shalt thou serve; that thy profit may be great and that thy days in business may be long in the field thou hast chosen.

V. Thou shalt diligently impart to all thy customers the real merits of thy goods that thy patrons may select therefrom, according to their needs, with intelligence and satisfaction.

VI. Thou shalt not lie; neither about thy sales, nor thy service, nor thy merchandise; nor shalt thou bear false witness concerning their values nor their former prices; that all thy sales be honest sales; so shalt thou have pleased customers and honor and profit therewith all the days of all thy years.

VII. Thou shalt not covet they neighbor's business, nor his salesmen, nor any of his servants; thou shalt not belittle his merchandise nor his service, but thou shalt strive to excel his in his every endeavor and make thine own business superior to his.

VIII. Thou shalt not cheat they customer, neither in quantity, nor in quality, nor in price; nor shalt thou render to even the least of these, thy customers, less of value or of service or of courtesy than thou dost extend to the favored, for the least of these may become the greatest.

IX. Thou shalt keep thyself, thy reputation, thy store and all thy wares clean and above reproach; nor shalt thou permit thy salesmen nor any of thy servants to be servants to be unclean nor their goods ill-kept.

X. Thou shalt diligently advertise thy business, thy wares and thy service that all men may learn that their interests are safe in thy hands and that thou dost give the fullest measure of value; for knowest thou not that if thou blowest not thine own horn, then verily thy horn shall not be blown.

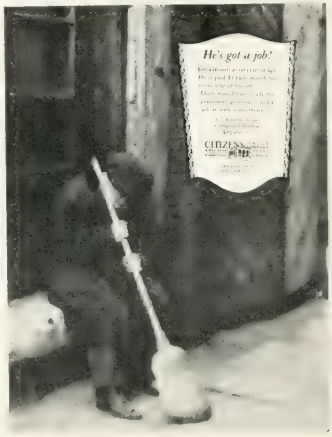
—8-pt.—

The 4 A's is sending out copies of "As It Should Be," an advertising play written by Howard W. Dickinson of George Batten Company.

It is a clever little play, and I can just see H. W. D.'s eyes twinkle while he was writing it. . . . What I am not sure of is: did he suppress the ending purposely because he thought it wouldn't be believed that the advertiser placed his account with the agency which refused to submit a plan; or hadn't the decision been made at the time the play was written?

—8-pt.—

The Citizens Trust Company of Utica, N. Y., has evidently decided that there is too much conservatism in bank advertising and too little drama. And so they have come out with a series of picture advertisements that are exceedingly dramatic and thought-provoking. I submit one in evidence:



Personally I am strong for this humanized type of bank advertising, if done with a certain amount of restraint, as is this piece of "copy." Some day we're *all* going to learn that it pays to be human in advertising.

—8-pt—

When I wrote about my proposed London office I little realized what a responsive chord I was going to strike. From the number of letters I am receiving I am sure that if ever I do have a London office—and I am going to some day—I shall find a heavy mail awaiting me whenever I visit it.

It begins to look now as though I'd have to hang the key on a nail beside the door so that readers of this page sojourning in London could let themselves in and use my office for reading and writing and resting. Make it a sort of 8-Pt. Office. It would be popular, I believe.

There's Robert F. Wood, advertising manager of the Autocar Company, of Ardmore, Pennsylvania, for instance.

"I have been there and I know the spell of London," he writes, 'Ah, only to have time in such an office as you picture to settle back comfortably in the old office chair and read *The Times* as it should be read!"

Hal C. Wright is another who rhapsodizes over the idea:

Imaginatively speaking, your London office is permanently established. This morning I see you at your battered refectory table luxuriating in a dignified flood of letters from others than persons mentioned in your list of certain correspondents.

There are letters on the stationery of established advertising organizations and of those less sure of their business balance. I see letters from heads of nail keg and casket manufactories; from small town editors and big town column conductors; from hack writers and Menckens.

How often those of us who delight in mixing odd turns of the language with our business-day merchandising have wished for a far-off refuge such as you describe. Perhaps the next door to the left in your little alley is the friendly entrance to one of London's innumerable interesting clubs—where one could punctuate his word-grouping activities with an occasional tipple. Or vary one's existence with an hour before the crackling fire with a third or fourth generation Forsyte.

And back to the funny little office with the rusty lock, the clumsy key, and the "your own" atmosphere, to do a next-month magazine advertisement or a gem for a column-king's rejection.

H. C. W. would certainly be told where the key hung!

Read by More Than Four Out of Five Milwaukee Families!



Van Camp "Makes" Milwaukee's Pantry Shelves!

INTRODUCED to the Milwaukee-Wisconsin market *exclusively* through The Milwaukee Journal in September, 1926, Van Camp's Bean Hole Beans have been winning a remarkable popularity in this responsive territory.

"When the campaign started," write Van Camp's, "we began to feel the effects immediately. The gratifying volume of repeat business has given Milwaukee a front rank in our regional Bean Hole Beans merchandising operations."

An Unanimous Favorite

Like Van Camp, and other prominent national food advertisers, the most successful advertisers in all other lines concentrate in The Journal to thoroughly cover and sell the Milwaukee-Wisconsin market at the lowest possible advertising cost per sale. You, too, can build maximum business here in 1927 through The Milwaukee Journal *alone*.

Exclusive in 1926!

Food Products—39

Aunt Jemima Pancake Flour
Asociated Packers' Salmon
Baby Ruth Candy Bar
Beech-Nut Peanut Butter
College Inn Foods
Dunbar Shrimps
Enzo Jell
Fleischmann's Yeast
Gold Medal Flour
Gorton's Codfish Cakes
Grennan's Cakes
Gulden's Mustard
Hearth-Baked Bread
Junket
Karo Syrup
LaChoy Products
Libby's Products
Kellogg's Cereal Products
Life Savers
Muffets
Nucoa
Oh Henry!
Old Manse Syrup
Phenix Cheese
Pillsbury's Flour
Porth Pies
Prefet Sardines
Post's Bran Flakes
Park-Tilford Candies
Ralston's Purina
Royal Fruit Gelatine
Snider's Catsup
Skookum Apples
Stanz Cream Cheese
Sun Ray Pancake Flour
Snow Peak Baking Soda
Unifruit Bananas
Ward's Parisauce
Van Camp's Products

Beverages—13

Blue Ribbon Malt Syrup
Buckeye Malt
Canada Dry Ginger Ale
Chase-Sanborn Coffee
Chief Oshkosh Malt
Clicquot Club Ginger Ale
Green River
Hostess Coffee
Japan Tea
Manhattan Ginger Ale
Maxwell-House Coffee
Salada Tea
White Rock Ginger Ale

THE MILWAUKEE JOURNAL

FIRST BY MERIT

More Than a Half Million Readers Throughout Wisconsin!

Our Dealer-Pays-a-Share Policy Works

[CONTINUED FROM PAGE 20]

damn bit of advertising we have." I bring out a neat record of the advertising sent to various dealers in their territory and show them that their own customers are ordering dealer advertising at the price we ask and are doing it regularly. This presentation of proof (which I enjoy, you may be sure) generally ends the argument. And while at the moment they may say nothing more complimentary than, "Oh, Hell," I find that they usually go out in a different frame of mind—and usually from then on sell a little advertising on their own hook.

IT is easier to establish a share-the-cost advertising policy by going direct to the dealer than by asking the factory salesman to put it over for you. Your salesmen won't be convinced that any such plan is practicable until their own customers respond to the by-mail solicitation of the factory advertising department.

Do not get the idea that we try to make our dealers put their money into everything we produce. A good plan is a good plan until it's abused. We realize that the retailers who concentrate on our shoes deserve continuous merchandising assistance and that to extend our cost-sharing plan to the point of selfishness would be to defeat it utterly.

We don't want our dealers to pay for our advertising department; we don't want their investment in our helps to show us a profit.

We produce a great variety of dealer helps and many of them are distributed free.

Perhaps a fairly complete list of what we produced during 1926, and its classification under 'free' or 'charged for,' may be worth study. Let me state, however, that all of our advertising, whether in the 'free' or 'charged for' class, is sent to a dealer only upon his or a salesman's written order. Nothing goes out indiscriminately and it is to that rule that we attribute minimum waste and maximum use of our dealer helps.

* * *

DEALERS HELPS PRODUCED DURING 1926

FREE

Six separate sets of window display cards. (The smallest set consisted of two cards, the largest of six cards).

Five separate envelope enclosures. (These are imprinted for the dealer and furnished upon requisition).

Three signs for interior or window display.

Two small electric signs for window or interior.

Stereos or mats of more than one hundred different newspaper advertisements.

Small electros of about sixty different shoe styles.

Trademark transparencies for use on glass.

A permanent agency sign. (Installed free for preferred customers who are buying regularly in volume and who are putting unusual sales effort behind our lines).

Special shoe stands for display windows. (No customer can obtain more than two of these unless he is an exceptionally large operator).

Four 24-sheet poster designs. (These are imprinted and furnished free, provided that the dealer signs a regular poster contract which obligates him to bear the entire space cost of a local poster showing. We handle these poster contracts and make reservations).

CHARGED FOR

Two style books for Smith Smart Shoes. (One issued in the spring, one in the fall. Cost to dealer, 1½c. each plus postage [1½c.] if we do the mailing).

Two special mailing pieces on Dr. A. Reed Cushion Shoes. (Dealer price same as for style books).

Giant shoes (size 18) for window display. (Returnable—and the dealer price, $30 a pair, is credited to him if the shoes are returned in perfect condition).

One special booklet on Care of the Feet. (Dealer price 2½c. each if they mail; 4c. each if we mail).

A portable mirror for store use. ($4.75 each to the dealer).

An exterior electric sign. (Dealer price $50.00—and dealer pays shipping charges and cost of installation and maintenance).

Eight leather articles for distribution as souvenirs. (Cost the dealer from 13c. to 75c. each, depending upon the article).

Two-color stationery. (The stationery, printed with the dealer's letterhead, is priced as follows:

1M.	$4.75
5M.	21.00
10M.	39.75

Envelopes, $3 a thousand

Shoe horns, imprinted, cost the dealer $2.50 a gross. (No order for less than 5 gross).

Match books cost the dealer $3.95 a thousand.

Two four-piece direct mail campaigns. (These campaigns must be mailed by us from the dealer's list and all four pieces must be used. Dealer cost, 15c. a name for campaign No. 1; 8c. a name for campaign No. 2).

* * *

LET us take a few of the major items in the 'charged for' column and analyze them in detail. Let us see what we have done with them and whether or not their record of distribution shows our policy successful.

The Smith Smart Shoe Style Book

The first issue was printed in the fall of 1922. The print order was for 50,000 copies. I sent a sample of the finished booklet, together with a special order blank and a personal letter to a list of 1250 names. We oversold the first issue with practically no assistance from the salesmen.

Now a few things about the book itself. The size has always been about 5 x 7 and there are usually sixteen pages and cover with a two-color envelope. We have, from the first, spared absolutely no expense in its production. The illustrations are always made by leading artists; the printing is always in four or more colors.

The booklet (as is all our dealer-advertising) is planned for the dealer. If we are to expect him to pay for advertising it must be, primarily, *his* advertising; no other kind will unknot his purse strings. Our helps do not trumpet Smith Smart Shoes or Dr. Reed shoes to the exclusion of all else of importance to the dealer. We make it a point to talk our lines without shouting them; we try to produce advertising as nearly in harmony with the dealer's ideas on advertising as we can.

Every season we send out a sample copy of the book with a sales talk about its general advertising value and the proved advantage of buying and using it every season. The distribution record of this item is as follows: Fall 1922, 50,000 copies; Spring and Fall 1923, 125,000 copies; 1924, 150,000 copies; 1925, 175,000 copies; 1926, 200,000 copies.

A steady increase every year.

Probably we could have given away three times as many Style Books as we merchandised but I would rather know that 200,000 copies are going out to customers and prospects than feel uncertain about the fate of seventy-five per cent of 600,000 copies. A book in the home is worth four in the dealer's basement.

These books, even on our biggest run last year, cost us more than six cents each. The dealer pays 1½c., or a little better than 16 2/3 per cent of the cost. Is that too much to ask of him? I think not—and evidently so does he, perhaps because he has found out what he could buy himself in the way of printed matter for the same price.

Eighty-five per cent of the Style Book orders from our dealers specify that we are to address and mail them and if the mailing list does not appear within ten days of the date specified, we write for it—and we keep on writing until we get it. At first we spent many golden hours in pursuit of the elusive mailing list (dealers are always too busy to prepare and send it) but every year we have had fewer delinquents and procrastinators. I have discovered that every phase of helping the dealer to build business requires a separate educational course for him, and education takes more than a minute. But if your efforts succeed eventually, you haven't wasted a single clock tick.

The Reed Cross-Section Mailing Piece

The record of this direct mail advertisement is even more encouraging to us than is that of the Style Book. Probably its greater success is due to the fact that it is something which no other shoe manufacturer has ever attempted and that its distribution to consumers invariably results in immediate interest in Dr. Reed Cushion Shoes and immediate sales for the dealer.

THE Cross Section Piece assumes an entirely different physical form every year, but it is always built around the same idea: the inclusion of an actual cross section cut from a Dr. Reed Cushion Sole. This sample of the exclusive feature of the shoes, showing the action and construction of the cushion sole, gives the prospect of a graphic, interesting demonstration of the resiliency, the soft springiness of the cushion. Reading the text of the written message with the Cross Section Piece in hand is very much like eating a Sunkist Orange while reading a full page Sunkist advertisement in *The Saturday Evening Post.* If the product

Announcing

The Des Moines Register *and* Tribune-Capital

The Des Moines Capital was Consolidated with the evening edition of The Des Moines Register and Tribune February 14th.

Third party influence

Does the "Yes" or the "No" of the architect, engineer, lawyer, physician or other professional man stand between you and your prospect?

If your marketing does involve the influence of professional groups, an application of direct advertising is truly indicated.

And that direct advertising must be based on a clear understanding of the professional man's point of view and his relations with the prospect.

To the discussion of this interesting problem, we will bring, at your request, a breadth of experience and a specialized knowledge.

EVANS-WINTER-HEBB *Inc.* Detroit
822 Hancock Avenue West

EWH

The business of the Evans-Winter-Hebb organization is the execution of direct advertising as a definite medium, for the preparation and production of which it has within itself both personnel and complete facilities: Marketing Analysis · Plan · Copy · Art · Engraving · Letterpress and Offset Printing · Binding · Mailing

is worthy there is nothing like a sample of it to furnish conclusive evidence.

When I came to the J. P. Smith Shoe Company, this particular piece was costing dealers two cents each, including postage. But production costs were mounting, principally because the cross sections attached to each piece were costing more every season. I immediately raised the dealer price to three cents each when we did the mailing—and oh, what a howl from all the boys! But notwithstanding the weeping and w. and g. of t., the new price stood and here's what the books show: Distribution 1922, 85,000 pieces; 1923, 125,000; 1924, 200,000; 1925, 275,000; 1926, 335,000.

The Direct Mail Campaigns

Merchandised to the dealer complete for eight and fifteen cents a name they are our most recent venture—and they have not been in use long enough for me to judge them accurately.

THE pieces which make up campaign No. 1 are a four-color, 16 page style book; two personal letters processed without fill-in on the dealer's stationery and mailed with two-color enclosures; a four-color self-mailer. Every piece is imprinted for the dealer and we have tried to make both the printed pieces and the letters truly characteristic of the retailer—and not factory advertisements with a dealer imprint.

Although we did not complete this particular feature of our dealer advertising service until late in the fall season, the salesmen (who are now almost completely on our side) turned in about two hundred orders for the campaign to be mailed to dealers lists of from 150 to 6000 names. The average dealer list is around 400 names, but we do not care how small or how large it is so long as we get him started. Once he takes the plunge and invests a few dollars or a few hundred dollars in the unselfish advertising we produce, he generally becomes a confirmed convert and a readier booster for our merchandise.

Posters

We use the 24-sheet size only, and the rapid acceptance of this effective medium of advertising by our dealers is a source of no little satisfaction to us. In 1922 we did not use posters at all. In 1923 we produced one design and couldn't quite get rid of the 500 copies ordered. But we kept selling the trade with broadsides and letters and in 1924 we placed a thousand posters on the boards. In 1925 the total distribution was increased to 1200 and last year we topped 1500.

Our salesmen like posters and consequently sell them successfully. The dealer signs a regular contract for posting, agreeing to pay the entire cost of a local showing for any month or months he desires. These contracts are handled by us through the General Outdoor Advertising Company. We pay the agency and bill our dealers direct.

Contrary to a prevalent pessimistic opinion, we do not encounter any difficulty in collecting for poster displays. Out of several hundred contracts signed last year we were required to follow-up for our money in about ten cases—and only twice did we lose out entirely. Dealers who are buying satisfactory merchandise in a satisfactory way do

$235,000,000 — National Newspaper Advertising 1926

1926 closed with the largest volume of national newspaper advertising in history, $15,000,000 over the final figures of 1925 which was the banner year.

The conservative estimate is by the Bureau of Advertising, with a probability of the actual figures exceeding the estimate as they did a year ago.

The national advertisers' annual trend toward Newspapers has been steadily up—up—up—

—for the simple and obvious reason that Newspapers, reaching everybody everywhere and anywhere at any time, *actually sell more merchandise than any other advertising medium.*

Invest in Newspaper Advertising

E. Katz Special Advertising Agency
Established 1888

Publishers' Representatives

Detroit
Atlanta
New York
Chicago
Kansas City
San Francisco

The Powers-House Co.
Advertising

HANNA BUILDING
CLEVELAND, OHIO

ADVERTISING at times accomplishes business miracles—but no man can guarantee them in advance.

Advertising is only one member of the sales-team. It can't carry through without team-work.

No one outside your business can guarantee results because no one outside your business can guarantee the necessary team-work.

Select your advertising counsel not on the glitter and allure of its promises but on the calm, cold facts of its performance. Scrutinize its record of client-connections and the *length of each.* Buy *facts*—not *hopes.*



not attempt to sidestep their advertising obligations.

I think most retailers, especially in smaller towns, easily become enthusiastic over 24-sheet posters if the designs are good and the dealer imprint distinctively set and given adequate space. Nothing fascinates a dealer quite so much as his own name, heroically evident on a billboard. And the right type of outdoor advertising is in a class by itself for creating prestige for the small town store.

A poster showing in Dodgeville, Kentucky, is quite different from one in Chicago. When new posters go up in Dodgeville everyone in town knows it—and everyone in town sees them soon and often. In Dodgeville there is no getting lost in the shuffle because there are only four boards in town and your dealer probably has them all—or half anyway.

We have our own special font of type for imprinting, and as a result the imprint becomes an integral part of the composition. Name strips and block letters are absolutely out; they have lost the day for more than one good campaign.

Newspapers

We spend more money than do most manufacturers in the preparation of our dealer newspaper advertisements. We try to offer better illustrations, newsier copy; we try to depart completely from the average stock newspaper advertisement monstrosity.

As a result last year we distributed some 4500 mats and as many stereotypes to dealers, and our careful check-up through our clipping service and direct with dealers and publications, showed us that a large percentage of our plates was reproduced in local newspapers at the dealer's expense.

We furnish mats or stereos upon order—the first time. But if we do not receive clippings of the advertisements as run we will not fill a second order to the same dealer until he furnishes conclusive proof that he's using the material and not just ordering it for fun.

We produce a new newspaper campaign twice a year and reproduce it in the form of an ad-book which is designed as a vehicle to sell the value of all our advertising.

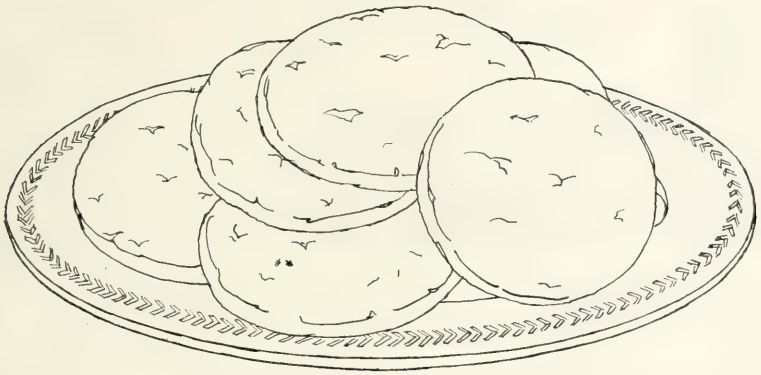
FROM my own experiences with retailers I have become firmly convinced that they are willing to pay a little for carefully prepared advertising on a line of merchandise in which they have confidence and over which they are sincerely enthusiastic. Once upon a time it was death to the manufacturer who presumed to ask of his dealers a cent for the most elaborate advertising. But things have changed, and I believe the general tendency is more and more toward a share-the-cost policy. And what is the result? Better, more productive advertising, less BF display of the manufacturer's name, a more earnest effort to give dealers the sort of advertising service that will increase their profits and appeal to them personally. For to sell advertising means to subordinate self to a great extent, to stifle that surging urge to smear every booklet page and cram every paragraph of copy with 'us,' 'we,' 'our' and company—and end up with an obscure dealer imprint to prove the piece really his.

The advertising pieces that the dealer

We would like Mr. S. C. Gale, Advertising Manager of Washburn Crosby, to read this page.

Why Not Now, Mr. Gale?

Three hundred and seventy-five brands were mentioned when we asked Comfort readers to tell us the name of their "all around" flour. We asked enough thousands to get a fair picture of the flour preferences of the million homes where Comfort is welcomed each month.



Seven and one-half per cent said they used Pillsbury's; five per cent named Gold Medal; two per cent said Ballard's; another two per cent mentioned Occident. That leaves 84 per cent of the million homes to be divided over the 371 other brands.

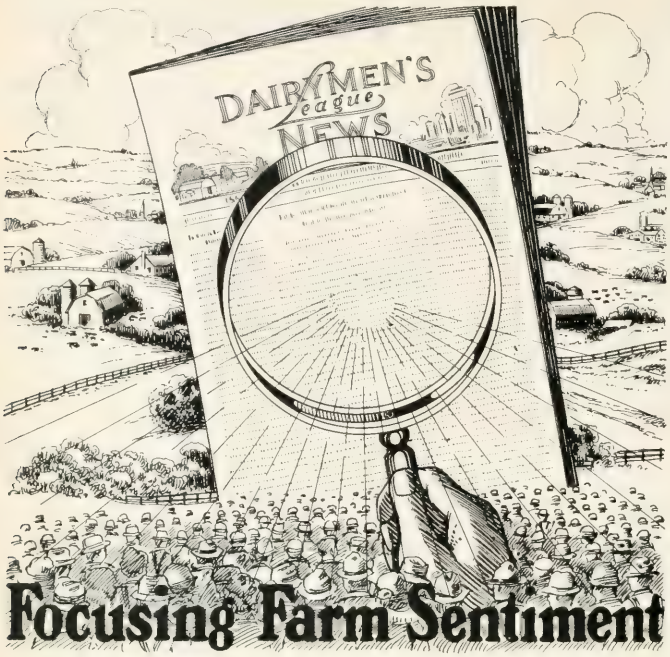
We think something can be done about it. In fact, we believe Gold Medal advertising in Comfort would do a whole lot about it.

Seventy-eight per cent of Comfort subscribers own their own farm homes—and the average size of their farms is 198 acres. So, you see, they are *able* to buy.

Are they responsive to advertising? That's a point we would like to talk over with Mr. Gale, or anyone else who would be interested in influencing the million homes embraced in the Comfort family circle.

COMFORT—THE KEY TO HAPPINESS AND SUCCESS IN OVER A MILLION FARM HOMES—*AUGUSTA, ME.*
NEW YORK, 15 EAST 40th STREET · · CHICAGO, 1635 MARQUETTE BUILDING

LAST FORMS CLOSE 28th OF SECOND MONTH PRECEDING DATE OF ISSUE



Focusing Farm Sentiment

THE editorial office of the Dairymen's League News merely focuses the farm sentiment which originates among its readers. The relation between the readers and the paper is unusually intimate.

Owning this paper themselves, the readers take an active interest in shaping its editorial policy. They write frequently and profusely, keeping the editorial staff informed as to their views and desires.

These letters are supplemented by the reports of Dairymen's League field men and local officials. Then there is the direct contact between the editorial staff and the League directors who are active farmers.

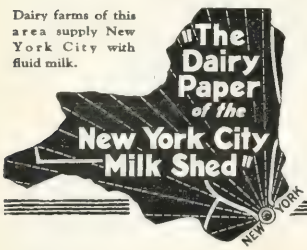
The result is a degree of reader interest not found in farm papers published solely for profit. This interest naturally extends to the advertising columns. Advertisers find our readers unusually responsive; and their interest is backed by adequate buying power.

Dairymen's League News is the outstanding dairy paper of the East, having in its territory a circulation equal to more than three times the circulation of the two largest national dairy papers in the same territory.

To cover Eastern dairy farms, you **must** use the Dairymen's League News.

A request will bring Sample Copy and Rate Card

Dairy farms of this area supply New York City with fluid milk.



DAIRYMEN'S League NEWS

New York
120 West 42nd Street
W. A. Schreyer, Bus. Mgr.
Phone Wisconsin 6081

Chicago
10 S. La Salle Street
John D. Ross
Phone State 3652

buys with a smile are those which put *him* in the front row and keep him there. And isn't it a heap better for us, as manufacturers yearning to put the name of our product on every tongue—and our product itself on every foot, or wherever its proper place may be—I ask, isn't it better for us to set our name in 8 pt. or 10 pt. and get it circulated than to have the spiders spin their webs over our 18 pt. Cooper Bold?

700 Dealers Groaned

[CONTINUED FROM PAGE 27]

When the contractor (or other factor), having developed business, puts it out to competitive dealer bid, the successful dealer bidder gets only 37.5 per cent profits.

Doesn't it seem plain that the dealer, having relinquished his selling initiative, has also relinquished a good share of his profits? We would not contend that this is the only inference that can be drawn from these facts. The building material dealer has other troubles besides those. But we do believe that it can be held to be true that in that ratio in which he does not "create" business for the materials he carries he jeopardizes his profits.

With the average man the purchase of a house is very likely to be the largest single purchase he makes during his lifetime. Therefore, of necessity, he must buy within his price range and consequently, "price", with all its bargaining and haggling, becomes the ultimate dictator of the entire purchase.

Certain basic materials for all types of construction—lumber, brick, field and quarried stone, and latterly, concrete building units—form the backbone of the dealer's stock and are always used for building the shell. Depending upon the price to be paid and the service asked of the building, each of these is best in its special relative position.

Then another factor related to the dealer's stock investment enters:

During the last decade such refinements in home building have come about that houses today are infinitely more livable than they were even in the days of our parents.

A great many of the materials used to bring about these refinements have become part of the building material dealer's stock.

Today no home buyer will be satisfied with a house that is not heated in every room. This costs money, and the mounting cost of fuel has brought an insistent demand for some building method that would serve to lessen this cost. Manufacturers and builders have answered this demand by materials and methods of insulating houses, so that today special materials are available which will help maintain a house warm in winter and, conversely, cool in the height of the summer. The roofs of houses have also undergone change. Manufacturers have found ways of building fire retarding roofing materials at the same time giving them beauty of color. So this list of specialized building materials might be enlarged at considerable length.

All this "adding to and diversification of" building materials to meet present day home building demands has presented the building material dealer

with an added burden of stock investment and worry. We again repeat the question "How much of his dealers' worry should a manufacturer accept?"

Personally, we believe that it is to the manufacturer's self-interest to come to the aid of his dealer up to a reasonable degree. He is equipped to do it because we think it will be generally admitted that the modern methods of advertising and selling have been much more readily accepted by the manufacturer than by the retailer, and it is a reselling (or dealer selling problem) that is the crux of the building material dealer's dilemma. Manufacturers, we believe, should help dealers in the solving of it.

There are only about 22,000 to 25,000 building material dealers serving the entire nation. For his own best interest, this restricted dealer outlet demands of the manufacturer careful marketing thinking if he is to secure both the greatest number of these dealers and the maximum output through them. Each manufacturer can and must study his material with a view to determining the volume he can command for it in the "new" construction field and in the "remodeling" field.

Once these divisions have been determined upon by the manufacturer, he can then shape his own national advertising and selling to the home building and home owning consumer. But he should not stop there. If the dealer is to be given the maximum amount of help in his present position, plans should be laid which will comprehend his making definite local reselling efforts. The fruits of these plans should result in helping him back to the position where, through the intelligent use of a function that is rightfully his, he can and does receive his legitimate profit.

Harvard Advertising Awards

[CONTINUED FROM PAGE 23]

of real significance. No other research award was made.

The Jury of Awards was composed of the following men: John Benson, of Benson & Gamble; S. E. Conybeare, assistant sales manager of the Armstrong Cork Company; F. C. Kendall, editor of ADVERTISING & SELLING; W. D. Moriarty, professor of economics University of Southern California; A. C. Pearson, chairman of the board of the United Publishers Corporation; Harford Powel, Jr., editor of the *Youth's Companion*; Louis Wiley, business manager of the *New York Times;* and Professor Melvin T. Copeland and Assistant Professor Neil H. Borden of the Harvard Business School.

The special jury on the Typography Award was made up of: Joseph M. Bowles, of the William Edwin Rudge Company, New York; Everett R. Currier, president of Currier & Harford, Ltd.; and D. B. Updike, of the Merrymount Press, Boston.

Several prominent speakers held forth at the banquet in honor of the award winners, among them John Benson, president of Benson & Gamble, Chicago advertising agency. Mr. Benson was a prominent member of the Jury of Award, and his address was notable in many respects. Portions of it will be found elsewhere in this issue.

advertisers who
lay such stress
on trick positions
will do well
to turn to Sunday
newspapers
where there is more
room and more
flexible make-up
at their disposal—
in Detroit
The Sunday Times
has over
320,000 net paid

The NEWS DIGEST

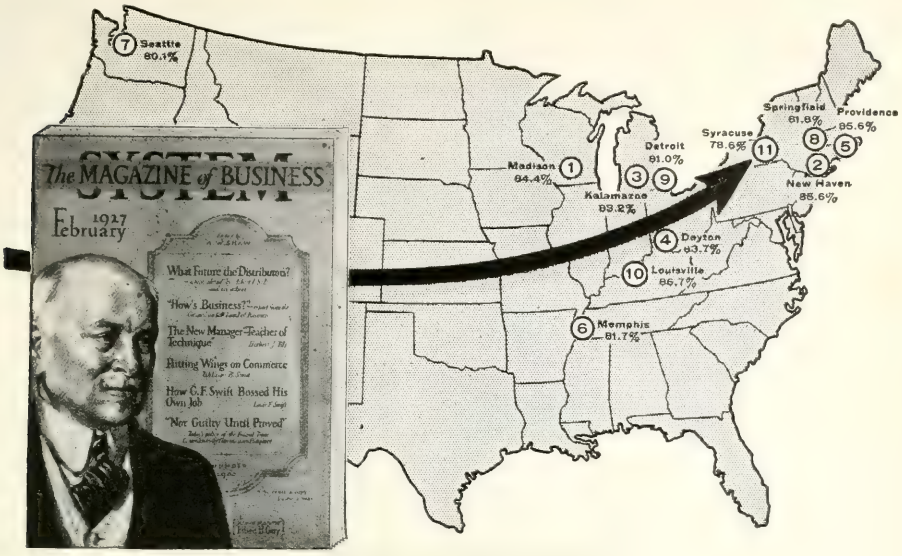
A complete digest of the news of advertising and selling is here compiled for quick and convenient reference ☙ The Editor will be glad to receive items of news for inclusion in this department ☙ Address ADVERTISING AND SELLING, Number Nine East Thirty-eighth Street, New York City

CHANGES IN PERSONNEL—(*Advertisers, etc.*)

Name	*Former Company and Position*	*Now Associated With*	*Position*
William Knust	National Lead Co., New York, Ass't to Adv. Mgr.	Same Company	Adv. Mgr.
R. B. Franken	New York Times, Statistical Dept.	E. R. Squibb & Sons, New York	Ass't to Vice-Pres.
H. A. Patzer	International Derrick & Equipment Co., Columbus, Ohio	Same Company	Ass't Adv. Mgr.
L. Wood	Colonial Steel Co., Pittsburgh, Pa., Ass't Gen. Sales Mgr.	Same Company	Sales Mgr.
Gail Murphy	George Batten, Inc., New York	British American Tobacco Co.	Adv. Mgr., London, Effective March 1
W. G. Clay	Selden Truck Corp., Rochester, N. Y., Ass't Sales Mgr.	Same Company	Sales Mgr.
J. H. Martin	Reed & Barton, Taunton, Mass., Ass't Sales Mgr.	Same Company	Sales Mgr.
M. A. Fladoes	Sivyer Steel Casting Co., Milwaukee, Ass't Sales Mgr.	Same Company	Sales Mgr.
W. Ross McCain	Aetna Insurance Co., Hartford, Conn., Secy.	Same Company	Vice-Pres.
J. Ross Stewart	Aetna Insurance Co., Hartford, Conn., Ass't Secy.	Same Company	Secy.
E. I. Taylor	Century Indemnity Co., Hartford, Conn., Ass't Secy.	Same Company	Vice-Pres.
Frank S. Becker, Jr.	Century Indemnity Co., Hartford, Conn., Sup. of Agencies	Same Company	Ass't Secy.
Ashby S. Bladen	Century Indemnity Co., Hartford, Conn., Mgr. Bond Dept.	Same Company	Ass't Secy.
D. A. Andrews	Continental Motors Corp., Detroit, Service Mgr.	Same Company	Sales and Service Mgr.
M. Manley	Toledo Chamber of Commerce, Toledo, Ohio, Pub. Dir.	Air-Way Electric Appliance Corp., Toledo	Sales Pro. Mgr.
J. W. Frazer	Chrysler Corp., Detroit, Sales Dir. for Detroit, New York, St. Louis, Minneapolis and Dallas	Same Company	Sales Mgr. for U. S.
P. E. Barth	R. M. Hollingshead Co., Camden, N. J., Gen. Mgr.	Western Cartridge Co., East Alton, Ill.	Sales Mgr.
John J. Rogers	Otto Eisenlohr & Bro., Inc., Philadelphia, Vice-Pres.	Same Company	Pres.
E. G. Pratt	The Corman Co., Inc., New York	Smokador Mfg. Co., New York	Gen. Mgr.
Harold Helmer	Belcher, Peck & Lewis, Detroit, Gen. Mgr.	Same Company	Pres.
A. F. Peck	Belcher, Peck & Lewis, Detroit, Pres.	Same Company	Chairman of the Board
S. E. Wilkinson	Butler Bros., St. Louis, Mo., Asst. Sales Mgr.	Same Company	Sales Mgr.
E. W. Hughes	Butler Bros., St. Louis, Mo., Sales Mgr.	Resigned	
H. O. Raymond	W. B. Wilde Co., Peoria, Ill., Asst. Adv. Mgr.	Same Company	Adv. Mgr.
Arthur Ashworth	Reed & Barton, Taunton, Mass., Vice-Pres. in Charge of Sales	Same Company	Gen. Mgr.
William Johnston	New York World	Celotex Co., Chicago	Vice-Pres.
H. R. Monro	Kaumagraph Co., New York, Pres.	Same Company	Chairman of the Board
T. Marston	Kaumagraph Co., New York	Same Company	Pres.
G. M. Perges	Kaumagraph Co., New York, Sales Mgr.	Same Company	Vice-Pres.
T. H. Miller	Kaumagraph Co., New York	Same Company	Sec. & Treas.

CHANGES IN PERSONNEL—(*Agencies, etc.*)

Name	*Former Company and Position*	*Now Associated With*	*Position*
Arthur O. Geddes	The Caples Co., New York	The G. Lynn Sumner Co., Inc., New York	Art. Dir. and Prod. Mgr.
William Mulligan	Better Business Bureau of New York, Head of Investors Section	National Better Business Bureau, New York	Financial Dir.



In SYRACUSE

—more than 35,000 workers in 892 industrial establishments supply the nation with automobiles, trucks, and accessories, household and industrial machines, chemicals, farm implements and a variety of other products annually exceeding $150,000,000 in value.

Here your sales objective is the executive group which controls purchases of material and equipment for Syracuse enterprises. And here, as in other business markets, The MAGAZINE of BUSINESS offers an excellent sales medium because of the concentration of its circulation among this small group of executives.

PROPRIETARY	
Owners	91
Partners	30
CORPORATE OFFICIALS	
Presidents	161
Vice-Presidents	23
Treasurers	34
Secretaries	24
Bank Cashiers	6
OPERATIVE EXECUTIVES	
General and Assistant General Managers	77
Financial Executives	31
Professional Men	23
Sales and Advertising Executives	19
Purchasing Agents	15
Comptrollers, Auditors, and Accountancy Executives	10
Superintendents and General Foremen	7
Office Managers	7
Credit Managers	2
Secretaries—Chamber of Commerce	1
Sub-total (78.6%)	561
OPERATING AND MISCELLANEOUS	
Salesmen	79
Office Employees	45
Miscellaneous	27
Total (100%)	712

Your sales message in The MAGAZINE of BUSINESS covers the business market of the United States as thoroughly as that of Syracuse. Analysis of all circulation in twenty business centers shows 80.7% concentrated within the three executive groups which hold the purse strings of business.

CHICAGO **The MAGAZINE of BUSINESS** NEW YORK

This is the eleventh of a series of analyses of circulation in typical cities. If you missed the first ten analyses, write for copies today

Advertising & Selling • The NEWS DIGEST • Issue of Feb. 23, 1927

CHANGES IN PERSONNEL—(*Agencies, etc., continued*)

Name	*Former Company and Position*	*Now Associated With*	*Position*
W. L. Houghton	Luxite Silk Products Co., Milwaukee, Gen. Mgr.	The Bryon G. Moon Co., Inc., New York	In Charge Service Dept.
Arthur R. Forbush	R. L. Polk Co., Detroit, In Charge of the Copy Dept. of the Direct Mail Div.	D. Minard Shaw, Inc., New York	Copy
C. B. Wakeley	Southwestern Adv. Co., Dallas, Acc't Mgr.	Same Company	Sec'y
J. R. Adams	Critchfield & Co., Chicago, Copy Executive	Campbell-Ewald Co., Detroit	Copy
A. Raymond Hopper	G. Howard Harmon, Inc., New York, Copy Chief	Sherman & Lebair, Inc., New York	Copy
J. B. Phillips	Charm Magazine, Newark, N. J., Sales Staff	Le Roy P. Wight, New York	Vice-Pres. & Treas.
Sven Rasmussen	Atlas Art Service, New York Partner	Le Roy P. Wight, New York	Art Dir. & Sec.
D. C. Thomas	Frank Seaman, Inc., New York	Husband & Thomas Co., Inc., New York	Pres.
Joseph Husband	Erwin Wasey & Co., New York	Husband & Thomas Co., Inc., New York	Vice-Pres.
G. L. Cartlich	Woolf Bros., Kansas City, Adv. Mgr.	Havens-Blair-Cartlich, Kansas City	Mgr. New York Office
F. F. Gregory	K. W. Watters Co., Adv. Mgr.	Fowler Adv. Bureau, Buffalo, N. Y.	Acct. Executive
H. M. Newman	Wood, Putnam & Wood, Co., Inc., New York	The Harry Porter Co., New York	Acct. Executive
J. Van Liew Wyckoff	George Batten Co., Inc., New York Treas.	Retired	
R. J. Hayward	George Batten Co., Inc., New York Asst. Treas.	Same Company	Treas.
Carl McQuinn	J. Walter Thompson Co., Inc., Chicago	Henri, Hurst & McDonald, Chicago	Acct. Executive
A. R. Beverly-Giddings	The Chambers Agency, Inc., Sarasota, Fla.	Same Company	Acc't Executive, New Orleans
E. H. James	Dartnell Corp., Chicago	Lambert & Feasley, Inc., New York	Copy
W. C. Fall	Wm. H. Rankin Co., Chicago	Williams & Cunnyngham, Inc., Chicago	Art Dir.
A. B. Carson	Potts-Turnbull Co., Inc., Chicago	Williams & Cunnyngham, Inc., Chicago	Copy
Ralph W. Knox	George Batten Co., Inc., New York, Sales Service Market Analysis	J. D. Bates Adv. Agcy., Springfield, Mass.	Member of Staff
A. V. Ingham	Elbert Hubbard's Royeroft Shop, East Aurora, N. Y., Mgr.	Florida Grower Press, Tampa, Fla.	Sales & Prod. Mgr.

CHANGES IN PERSONNEL—(*Media, etc.*)

Name	*Former Company and Position*	*Now Associated With*	*Position*
I. R. Parsons	New York Telegram, Adv. Dir.	Resigned	
Hal J. Fletcher	Scripps-Howard Newspapers, New York, Representative	Same Company for the New York Telegram	Adv. Mgr.
J. C. Blackmore	Milwaukee Journal	Herald, Syracuse, N. Y.	Adv. Mgr.
Paul W. Pennock	Powers-House Co., Cleveland	McGraw-Hill Pub. Co., New York	Copy
B. P. Bartlett	"The Household Magazine," New York, Eastern Adv. Mgr.	Resigned	
M. L. Peck	"The Household Magazine," New York, Sales Staff	Same Company	Eastern Adv. Mgr.
F. O. Bohen	The Meredith Publications, Des Moines, Iowa, Adv. Mgr.	Same Company	Gen. Mgr.
J. B. Heth, Jr.	"The New Yorker," New York, Western Mgr.	"Harper's Bazar," Chicago	Western Adv. Staff
John Bennett	Alling & Cory Paper Co., New York	Harry Lee Pub. Co., Inc., Riverhead, N. Y.	Sales Mgr.
H. T. Madden	Brooklyn Daily Eagle, Brooklyn, N. Y.	Same Company	Adv. Mgr.
W. H. Dallan	Furniture Gazette Pub. Co., St. Louis, Adv. Mgr.	Same Company	Sec.-Treas.

An Exhibition *of* Rotogravure Printing

With Special Reference to Advertising



THE NEW YORK TIMES will open its exhibit of rotogravure printing on the 11th floor of THE TIMES *Annex* on Monday, Feb. 21. The exhibit, which has been arranged by the *Advertising and Mechanical Departments* of THE NEW YORK TIMES, should be of great interest to advertisers, advertising agents, and all others concerned with the technique of printed salesmanship and the graphic arts. *The exhibit covers:*

HISTORY OF ROTOGRAVURE
THE NEW YORK TIMES PLANT
MECHANICAL PROCESSES
ADVANTAGES OF ROTOGRAVURE ADVERTISING
GOOD AND BAD COPY PREPARATION OF COPY
POSSIBILITIES OF ROTOGRAVURE ADVERTISING
EXAMPLES OF NATIONAL AND LOCAL ROTOGRAVURE ADVERTISING

Open daily except Sundays 10 A. M. to 6 P. M.

The New York Times

THE NEW YORK TIMES leads all the newspapers in the world in the volume of rotogravure advertising published and in the number of rotogravure sections. THE TIMES published in its Rotogravure Picture Section in 1926 a total of 1,184,046 lines of advertising. In addition THE TIMES published in its Book Review and Magazine Sections, printed by rotogravure, 764,480 and 329,471 agate lines respectively.

Send for a copy of THE NEW YORK TIMES 32-page booklet on rotogravure advertising containing helpful technical information for advertisers.

Advertising & Selling • The NEWS DIGEST • Issue of Feb. 23, 1927

CHANGES IN PERSONNEL—(*Media, etc., continued*)

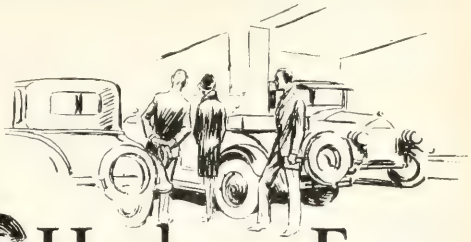
Name	*Former Company and Position*	*Now Associated With*	*Position*
G. M. S. Armstrong	Edwin Bird Wilson, Inc., New York	Polk's Bankers Review, New York	Eastern Rep.
H. J. Lowe	National Hotel Review, New York, Representative	Same Company	Western Mgr.
G. E. Conkling	McGraw-Hill Pub. Co., Inc., New York, Mgr. Marketing Counselors Staff	Same Company	Mgr. Service Div.
M. A. Williamson	McGraw-Hill Pub. Co., Inc., New York, District Rep.	Same Company	Mgr. Marketing Counselors Staff
Howard J. Martin	New York American, Adv. Staff	The Sportsman, New York	Eastern Adv. Staff
A. C. G. Hammesfahr	Success Magazine, New York, Vice-Pres.	Same Company	Pres.
Owen Stalson	The Improvement Bulletin, Minneapolis, Adv. Staff	Same Company	Adv. Mgr.
G. L. Schofield	Bridgeton Evening News, Bridgeton, N. J.	Same Company	Pres. & Gen. Mgr.
Harry P. Madden	Brooklyn Daily Eagle, Brooklyn, N. Y., in Charge of Manhattan Territory	Same Company	Adv. Mgr.
W. W. Blanchfield	New York Daily News, Merchandising Staff	G. Logan Payne Co., New York	Solicitor
B. J. Reynolds	Capper Farm Press, Chicago Mgr.	Liberty, Chicago	Adv. Staff
Howard Baldwin	The New Yorker, New York	Same Company	Western Mgr.

CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS

Name	*Address*	*Product*	*Now Advertising Through*
Williamson Candy Co.	Chicago	Oh Henry Candy Bars	John H. Dunham Co., Chicago
The Husky Wrench Co.	Milwaukee	Wrench Sets	The Koch Co., Milwaukee
O. A. Miller Treeing Machine Co.	Brockton, Mass.	Shoe Trees	O'Connell-Ingalls Adv. Agcy., Boston
Elliott Addressing Machine Co.	Cambridge, Mass.	Addressing Machines	O'Connell-Ingalls Adv. Agcy., Boston
The Vulcanized Rubber Co.	New York	"Ajax" Hard Rubber Combs	Platt-Forbes Service, Inc., New York
Fioret	New York	Perfumes	Barton, Durstine & Osborn, Inc., New York
*General Electric Co. (Icing Unit)	Schenectady, N. Y.	Icing Unit	Barton, Durstine & Osborn, Inc., New York
P. A. Newmark & Co.	Los Angeles, Cal.	Men's Shirts	Stutzman & Mummert, Los Angeles
The General Motors Export Co.	New York	General Motors Products in Europe and the Near East	J. Walter Thompson Co., Inc., London, England
Rigaud	Paris	Perfumes	Sheridan, Shawhan & Sheridan, Inc., New York
The Paramount Ink Co., Inc.	Shreveport, La.	Inks	Potts & Booth, Shreveport, La.
The Rocbond Co.	Van Wert, Ohio	Exterior and Interior Stucco	McAdam-Knapp Adv. Corp., Wheeling, W. Va.
Geuder, Paeschke and Frey Co.	Milwaukee	Metal Stampings	Geo. J. Kirkgasser & Co., Chicago
Caswell Mfg. Co.	Milwaukee	Portable Phonographs	Freeze & Vogel, Inc., Milwaukee
Wasmuth-Goodrich Co.	Peru, Ind.	Phonographs	Freeze & Vogel, Inc., Milwaukee
Sparklets, Inc.	New York	"Sparklet" Syphons	The Sachs Co., Inc., New York
Macy-Masius	New York	Books	The Arthur Hirshon Co., Inc., New York
Nazel Engineering & Machine Works	Philadelphia	Air-Driven Forging Hammers	R. E. Lovekin Corp., Phila.
Metals Coaring Co. of America	Philadelphia	MetaLayeR	R. E. Lovekin Corp., Phila.
Kimble Glass Co.	Vineland, N. J.	Glassware	R. E. Lovekin Corp., Phila.
The Saf-De-Lite Corp.	Connersville, Ind.	Automobile Lights	The Koch Co., Milwaukee
Capital Trust Co.	Chicago	Trusts and Estates	Hurja-Johnson-Huwen, Inc., Chicago
Lens Lamp Co.	Newark, N. J.	Automobile Lights	Pickus-Weiss, Inc., Chicago
Gibraltar Lacquer Co.	Brooklyn	Gibraltar Lacquer	Hazard Adv. Corp., New York
The Cities Service Co.	New York	Investments and Securities	Lord & Thomas and Logan, Inc., New York
H. F. McCandless & Co.	San Francisco	Securities	N. F. D'Evelyn, San Francisco
Little, Page, Sheehy & Co.	San Francisco	Securities	N. F. D'Evelyn, San Francisco

*General Electric Refrigerators will be placed through Lord & Thomas and Logan.

Buick Dodge



General Motors

Pontiac Nash Hudson-Essex

Willys Overland Hupmobile



Chevrolet Reo Chrysler



Cadillac Velie Oakland



Studebaker General Tires



Tydol Indian Motorcycles

Hayes Wheels Fisk Tires



Simoniz Whiz Socony



International Trucks

are some of the Automobile and Accessory manufacturers who

used The New York News in 1926

THE NEWS

New York's Picture Newspaper

Tribune Tower, Chicago 25 PARK PLACE, NEW YORK

Advertising & Selling • The NEWS DIGEST • Issue of Feb. 23, 1927

CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS (*Continued*)

Name	*Address*	*Product*	*Now Advertising Through*
The Warren Leather Goods Co.	Worcester, Mass.	Hand Bags and Luggage	William B. Remington, Springfield, Mass.
The Lauter Co.	Newark, N. J.	Pianos	Joseph E. Hanson Co., Newark
The Hesson Co.	New York and College Point, L. I.	Hesson Pipe	Alfred J. Silberstein, Inc., New York
Camfield Radio Mfg. Co.	Chicago	Radio Laboratory Equipment	Hurja-Johnson-Huwen, Inc., Chicago
Protex-A-Motor Mfg. Co.	Pittston, Pa.	Gasoline Filters	McLain Simpers Organization, Phila.
The Grand Rapids Store Equipment Corp.	Grand Rapids, Mich.	Store Equipment	The Green Fulton, Cunningham Co., Chicago
I. Applebaum & Co.	New York	Dresses	Foote & Morgan, Inc., New York
The Alox Manufacturing Co.	St. Louis	Shoe Laces	Nelson Chesman & Co., St. Louis
Peerless Mattress Co.	Lexington, N. C.	Mattresses	Charles W. Hoyt Co., Inc., Winston-Salem, N. C.
United Bank & Trust Co.	San Francisco, Cal.	Finance	Lord & Thomas and Logan, San Francisco
Pacific Coast Canners, Inc.	Oakland, Cal.	Canned Goods	Lord & Thomas and Logan, San Francisco

NEW PUBLICATIONS

Name	*Published by*	*Address*	*First Issue*	*Issuance*	*Page Type Size*
Feminine Lore	The Feminine Lore Publishing Co.	4 Union Square, New York	February	Monthly	7½ x 10½
The New South	The New South Publishing Co., Inc.	Provident Bldg., Chattanooga, Tenn.	March	Monthly	7⅜ x 10

NEW ADVERTISING AGENCIES AND SERVICES, ETC.

Le Roy P. Wight, Inc.	25 West 43d St., New York	Advertising	Le Roy P. Wight, Pres. & Gen. Mgr. J. B. Phillips, Vice-Pres. & Treas. Sven Rasmussen, Sec. & Art Dir.
Husband & Thomas Co., Inc.	67 West 44th St., New York	Advertising	D. C. Thomas, Pres. J. Husband, Vice-Pres.
Jackson-Webber Studios	Chicago	Art Studio	P. Wayne Jackson and R. A. Webber

PUBLICATION CHANGES AND APPOINTMENTS

Tribune and Post, Jefferson City, Mo.	Have consolidated.
The Des Moines Capital	Has been consolidated with the evening edition of The Des Moines Register and Tribune, to be known as the Des Moines Register and Tribune-Capital.
New York Evening Telegram	Has been sold by William T. Dewart to the Scripps-Howard newspaper organization.
The Minneapolis Tribune	Announces that it will change from a seven column to an eight column page size, effective March 7. The type pages will be 16½ x 22.
News-Bee, Toledo, Ohio	Has been elected to membership in the American Newspaper Publishers Association, New York.
Times, Ashland, Ky.	Has appointed the Geo. B. David Co., New York and Chicago, as its National Advertising Representative.
Gazette, Charleston, W. Va.	Has appointed the Geo. B. David Co., New York and Chicago, its National Advertising Representative. Effective March 1.

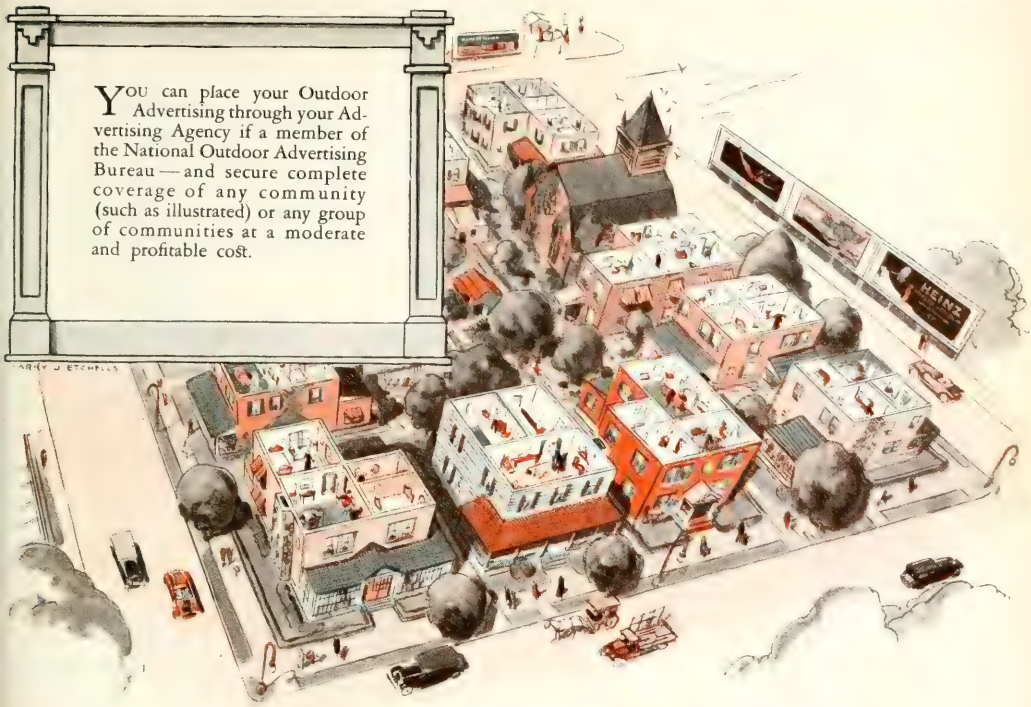
MISCELLANEOUS

Bankers Home Magazine, Detroit and New York	Name changed to Polk's Bankers Review.
The Chicago Tribune	Has opened an advertising office at Atlanta, Ga. G. C. Blohm is manager.
Havens-Blair-Cartlich, Kansas City advertising service	Will open a New York office. G. L. Cartlich will be in charge.
Clinical Medicine, Chicago	Name changed to Clinical Medicine & Surgery.

CHANGES IN ADDRESSES

Advertising Agencies and Services, Publications, etc.

Name	*Business*	*From*	*To*
The Charles W. Hoyt Co. (About March 15)	Advertising	116 West 32d St., New York	11 East 36th St., New York



Under the Roofs We Find That—

People of all classes, religions and nationalities make up a typical community. OUTDOOR ADVERTISING is the only economical means of reaching this entire market.

THE National Outdoor Advertising Bureau is an organization of Advertising Agencies which offer a complete service in Outdoor Advertising.

Placing your Outdoor Advertising through your Advertising Agency assures you a harmonious, complete and coordinated Advertising Campaign. Ask your Agency for complete information.

Outdoor Advertising through Advertising Agencies

National Outdoor Advertising Bureau

INCORPORATED

1 Park Avenue, New York General Motors Building, Detroit 14 East Jackson Boulevard, Chicago

The Harvard Graduate School of Business Administration has announced that the Jury of Awards has selected for the

EDWARD W. BOK

HARVARD ADVERTISING AWARD 1926

the Advertising Campaign prepared for the Kreider-Rotzel Realty Company Youngstown, Ohio

by

CAMPBELL-EWALD COMPANY

"as the campaign most conspicuous for the excellence of its planning and execution which seeks publicity in a relatively limited territory or in a single locality for products or an institution."

AMONG THE ADVERTISERS, both national and local, whom Campbell-Ewald is privileged to serve, are the following: Acme Chair Company · Amrad Corp. · Apex Electrical Mfg. Co. · Ashley Dustin Steamship Line · Bank of Detroit · Brown Lipe Chapin Co. · Buick Motor Co. · Burroughs Adding Machine Co. · Capper's Farm Press · Chevrolet Motor Co. · Consolidated Paper Co. · Copeland Products, Inc. · Crosley Radio Corp. · Crowe Manufacturing Corp. · Delco-Remy Corp. · Detroit & Cleveland Nav. Co. · Detroit & Port Huron Steamship Line · Detroit School of Trades · De Vry Corp., The · Detroit & Windsor Ferry Co. · Everkeen Corp. · Otto Eisenlohr & Bros. · Fireside Industries · Gregory Mayer & Thom Co. · Harrison Radiator Co. · Hercules Corp. · Holley Carburetor Co. · Hyatt Roller Bearing Co. · Keystone Watch Case Co · · · Klaxon Company · Kreider-Rotzel Realty Company · Kleiner Cigar Co. · S. S. Kresge Company · Lewis

THIS AWARD, of highest honors attainable in the advertising profession, is even more than a recognition of Campbell-Ewald ability.

It demonstrates that Campbell-Ewald ideals of service are not influenced by the extent of the advertising appropriation—that the same conscientious attention is paid to small accounts as to large.

CAMPBELL-EWALD COMPANY

H. T. EWALD, President

DETROIT, NEW YORK, CHICAGO, SAN FRANCISCO
LOS ANGELES, PORTLAND, SEATTLE, CINCINNATI
TORONTO, MONTREAL, PARIS



Advertising Well Directed

Mfg. Co. · · · Link Belt Co. · · · Mason Tire & Rubber Co. · · · Michigan Bell Telephone Co. · · · Monroe Auto Equipment Mfg. Co.
Motor Products Corp. · · · National Ass'n of Mutual Casualty Co's. · · · National Ass'n of Real Estate Boards · · · National University
Society, Inc. · · · Nation's Business · · · New Departure Mfg. Co. · · · Oakland Motor Car Co. · · · Olds Motor Works · · · Paintex
Products Corp. · · · Premier Cushion Spring Co. · · · Quality Park Envelope Co. · · · Rex Manufacturing Co. · · · Savoy Hotel Co.
a Sled Corp. · · · Stanwood Corp. · · · Union Title & Guarantee Co. · · · Union Trust Co. · · · United Motors Service, Inc. · · · Webster
igar Co. · · · Weldon Manufacturing Co. · · · White Star Navigation Co. · · · CLIENTS IN CANADA:—Belding Corticelli, Ltd.
anadian General Electric Co., Ltd. · · · Canadian Industrial Alcohol, Ltd. · · · General Motors of Canada, Ltd. · · · Life Underwriters
ss'n. · · · Orange Crush Bottling Co., Ltd. · · · Westinghouse Union Battery Co. · · · Wolsey, Ltd. · · · Ontario Tractor Co



Letters that Sell

Can you write them? Want to know how?

These days everybody has to write letters and all letters aim to sell something—goods, services, good-will. And letters that sell have to be good letters. "Drool" won't do, nor "pap." Letters today have to be the kind that walk right up to folks and make them say "Yes, indeed!"

S. Roland Hall has a reputation for expertness in writing such letters. In his four meaty volumes he shows you how he has learned to get results. And he has the teaching knack, too. He can teach you a good deal of what he knows. Illustrations: actual experiences. The genuine article by a man who has been through the mill.

S. ROLAND HALL'S
LIBRARY OF
PRACTICAL
Business Writing

Four volumes, 1272 pages, 5 x 8, fully illustrated, library binding. $1.00 in ten days and $2.00 monthly for five months.

In addition, these helpful books deal with writing business items for newspapers, articles for magazines, the editing of house organs, writing effective advertisements, making surveys, preparing reports, etc.—information that every business and professional man needs.

Examine it free—Send no money

Judge the value of this dollars-and-cents set of books for yourself. The coupon below will put them on your desk.

McGraw-Hill Free Examination Coupon

McGRAW-HILL BOOK CO., INC.
370 Seventh Ave., N. Y.

You may send me the S. ROLAND HALL PRACTICAL BUSINESS WRITING LIBRARY for ten days' free examination.

If the books are satisfactory, I will send $1 in ten days and $2 a month until your special price of $11 has been paid. If not wanted, I will write you for shipping instructions.

Name .....

Address .....

Position .....

Company .....

A.F. 2-23-27

Selling? Or Helping People to Buy?

[CONTINUED FROM PAGE 36]

much more to a salesman's ultimate success than the best theories he may have acquired regarding the "approach" or answering objections. Selfishness, in selling as in any other phase of life, never serves its purpose and, like murder, will out.

It is true that the salesman who is living from day to day under the dread shadow of a sales quota can hardly be expected to devote any time to the educational and goodwill-building work which must be done, if sales resistance is to be reduced so that greater turnover will be secured more easily in the future. The present system of judging a salesman's ability solely by his sales total would need to be modified somewhat in order to provide means of judging his ability to increase the efficiency of his trade, or otherwise buil'd on a permanent basis for larger sales volume. After all, salesmanship is largely education, and the education that enables dealers to make the most money with our line, or our customers to use our products to their greatest advantage, is the education that will produce the biggest results for the longest period of time.

It would seem that, in selling, the longer way around is frequently the shorter way to the order—next year's orders as well as today's—and that in the long run it is more resultful and much less discouraging to sell *for* instead of *to* the dealer. Why follow the path of resistance more than is necessary? Any effort devoted to making the dealer a larger "faucet" will pay bigger dividends over a longer period than effort that is only concerned with applying more pressure to the "pipeline."

Iowa Papers Merge

The *Des Moines Capital* and the *Des Moines Evening Tribune*, two of the leading evening papers in Iowa, have been merged, effective Feb. 14, and will be published thenceforth as a unit under the title of *The Tribune-Capital*, according to a news release dated Feb. 12.

This combination brings together the oldest and youngest of the Des Moines newspapers and is looked upon as one of the most important changes in the Mississippi-Missouri Valley region. It was effected between John Cowles, associate publisher of the *Des Moines Register and Tribune-News*, and Lafayette Young, Jr., owner of the *Capital*. The price of Mr. Young's ownership shares in the latter paper is said to have been more than $550,000.

The consolidation, according to the announcement, will retain the best features of the two papers. The staffs will be joined and the mechanical equipment of the *Capital* will be brought over and added to the equipment of the *Tribune*. Further enlargement will be undertaken as necessary.

Planned Advertising

Asking an Attorney for Advice

If a man has some sort of a problem which involves losses, equity, taxes, organization, he goes to an attorney and requests an opinion. As a rule the attorney does not give an answer "off the top of his head." Even if he does, he later confirms his judgment by a written opinion. Often when he sends the written opinion he accompanies it with various references. He is not dogmatic. By quoting these references he tries to have his client see why he has formed these opinions. The lawyer sends a bill for this opinion.

So it is that "Planned Advertising" works. A man has a marketing problem. Problems constantly come up because conditions are constantly changing. If he patronizes "Planned Advertising" he buys an opinion. The opinion will be equally valuable whether the product is an old or new one.

When a man goes to a lawyer or when a man comes to us and asks for an opinion, in neither case is there need for embarrassment, or obligation whether or not he employs the lawyer or us to go further. In both cases at the time he asks for the opinion he can know exactly what it will cost him.

Advice given by the doctor, lawyer, engineer or advertising agent, if dispensed on the golf links, in the smoking car or on the street, is apt to be expensive although it costs nothing.

We wanted an outside viewpoint of the operations concerned with the building of "Planned Advertising." Accordingly we invited Mr. George French, the well-known business writer, to spend a number of weeks observing us. He has put the results of his observations in a book the title of which is "Planned Advertising, Being the Planned Approach to Agency Efficiency." To any business executive we will gladly send a copy without obligation if he will inquire on his business stationery.

Please mark your calendar for a talk with us at the proper time.

CHARLES W. HOYT COMPANY
Incorporated
116 West 32d St., New York
Boston and Springfield, Mass.
Winston-Salem, N. C.

PLANNED ADVERTISING
Reg. U.S. Pat. Off.

They all say—"It's a WOW"

So is the LARGEST ADVERTISING CAMPAIGN on Malted Milk ever placed in any magazine!



It will appear exclusively in

It Was a Wise Decision

For The Borden Co. to select LIBERTY as the only medium to carry its huge campaign which starts this month. This campaign will amount to $62,500 for 1927. It was influenced by the results which the firm can trace to a test campaign which was run in LIBERTY last year. The Borden Co. secured through this advertising many new dealers in every large city of the country, in addition to large increases in actual sales.

This important food advertiser is only one of the many discriminating advertisers who appreciate a publication with an editorial content planned to interest all members of the family.

Liberty

A Weekly for Everybody

247 Park Avenue, New York — General Motors Building, Detroit — 10 High Street, Boston — 705 Union Bank Building, Los Angeles — Tribune Square, Chicago

The OPEN FORUM

Individual Views Frankly Expressed

Another Prize Follow-Up

MAY I comply with the request of Mr. W. C. Platt in a recent issue of ADVERTISING & SELLING and "tell him one" on the subject of "follow-up"?

A typical Chicago live-wire engaged in the cleaning business told this one on himself.

He had been trying to break in with a certain concern which had a very large amount of business to give out in his line. All ordinary and "legitimate" methods having failed to win a hearing, he worked out the following idea to meet an unusual situation:

He wrote a letter to the company which started this way:

"Replying to your request of recent date for prices on cleaning, we quote you as follows." etc., etc.

This letter, he says, was taken to the manager of every department by the president's secretary, in an effort to locate the one who had written for prices. "When the circuit was completed," said the ambitious letter writer, "my firm's name and line of business were known throughout the plant."

C. W. PAGE,
Richmond, Va.

Old Fashioned Stores

I THINK every reader of ADVERTISING & SELLING can vouch for one store in his neighborhood that still adheres to the old-fashioned methods of many years ago. It may be the little candy store where as you open the door a sonorous bell rings out the message that someone's in the store and wants to be waited on. Or the hardware store, where the proprietor does a "sitting" business—with a few new things to sell (he does have a radio that he keeps going all day), but many drawers with screws, nails, hinges, etc., haven't been opened in many a day.

What a shock I had the other day when I took my collars to the Chinese laundry. Overnight, it seemed, the store had assumed an up-to-date front, well painted and appointed. And the change continued when I went inside. All shelves freshly painted and varnished, machinery out of sight, and the Chinese proprietor rubbing his hands with just pride as he shuffled up in his mules to serve me. And then another shock. The old brown laundry check with characters imprinted with a camels-hair brush—those old hieroglyphics that we puzzled over and tried to make something of. Gone—to be no more; and in its place a perforated coupon, each half bearing the same number. One half was given to me, the other stayed with the collars. Gone, too, the atmosphere.

We stand for progress—always will—and yet I wonder how many of us will sigh for just such old-fashioned stores as I have described when we nonchalantly read ten or fifteen years from now of the latest inventions that will revolutionize the habits of a nation.

RUSSELL M. BUCKLEY,
The Belber Trunk & Bag Co.,
Philadelphia, Pa.

New Yorkers Are So Unrefined

MAY I suggest that the tobacco folk may not be so dumb as they appear to those solicitous friends who cannot comprehend why the cigarette makers do not advertise to women.

Your facetious heading, "Even in Tennessee," over one of the s. f. contributions in your Feb. 9 issue, prompts me to point out that all of this hullabaloo over "why don't you cigarette people wake up" originates in one small provincial group, New Yorkers, who have the happy faculty of never being able to realize that there is anyone else in America but themselves. Your "New American Tempo" is an illustration in point. The rest of the country may not harmonize with that tempo, for all your calling it American.

In this case of cigarette advertising directed to women, there is still a feeling, "even in Tennessee," and her forty sister States outside the metropolitan area, that the blatant pull on a cigarette, harmless though it be, is not compatible with the highest refinement and culture of womanhood which the people of those un-metropolitan States have come to appreciate. Could we liken it to what a New Yorker might feel if his mother walked into the drawing room and bit off a chew of plug tobacco? Or does this illustration fail to arouse the New York sensibilities? We are provincial, too, and don't know our New York; but we have the advantage of knowing we don't know.

R. G. FIELDS,
Caldwell & Company,
Nashville, Tenn.

Experience versus Red Blood

I HAVE just finished an article in the January 26 issue of your publication written by W. R. Hotchkin entitled "Past Fifty."

While I am what is generally called a young man (namely, thirty-four), I can readily see the logic of such an article as presented by the writer. I have reached the age when a man becomes afraid of the word "forty" and I don't know why.

Generally speaking, a man spends his first twenty-five years in study or preparation work to fit him for the world of business. The next fifteen or twenty are spent in accumulating experience. Theory alone would wreck any institution and a survey of business will indicate that the largest proportion of successful concerns are headed by men of mature years.

It is time that business men were giving more attention to the possibilities of thinking men than to the possibilities of youth or red blood.

R. P. ALLEN,
Smackover, Ark.

Questioning Questionnaires

I HAVE read, naturally with a great deal of interest, your editorial in the last issue, "More Common Sense—Less Curiosity," and from a long experience with questioners and questionnaires I agree heartily with what you say, when you remark: "The questionnaire in many cases has been carried to a ridiculous point. . . . It is time that more common sense and less idle curiosity were injected into this problem of consumer investigations. A mail questionnaire is a dangerous instrument; it must be framed by a skillful questioner if it is to uncover the truth. Unless it does uncover the truth, it is money, time and energy wasted."

I think that few if any of the prolific users of mail questionnaires have any sense of their inherent limitations. Usually it is more important to find out the facts regarding that part of the market which is not *spontaneously responsive* than from that class which is. It is strange to me that the users of mail questionnaires do not recognize the very apparent fact that a mail questionnaire can only elicit its information from the responsive class. Therefore, the information is bound to be distorted, overweighted in some respects and underweighted in others.

R. O. EASTMAN,
Cleveland, Ohio.

POWER

Devoted to the Power Problems of All Industries

Fred R. Low

Editor in Chief. Past President A.S.M.E., Past Member American Engineering Council, Chairman A.S.M.E., Boiler Code Committee, Chairman A.S.M.E. Power Test Code Committee, Author of several Engineering works, Member Nat. Assoc. Stationary Engineers—an outstanding figure in the industry. Editor of POWER for 37 years.

A. D. Blake

Associate Editor of POWER for 15 years. Graduate Mechanical Engineer, 3 years power plant construction experience—Member A.S.M.E., N.A.S.E., Member A.S.M.E., Sub-committee on Industrial Power.

C. H. Berry

Associate Editor. Formerly Assistant Professor Steam Engineering at Cornell, then Technical Engineer of Power Plants, Detroit Edison Company. Member A.S.M.E. Power Test Codes Committee, Chairman A.S.M.E. Sub-committee on Steam Turbines, Member American Refractories Institute.

F. A. Annett

Electrical Editor. Five years instructor in Electrical Engineering, five years in the design, construction and operation of electrical machinery, and eleven years on POWER Editorial staff. Member A.I.E.E., N.A.S.E. and Association Iron and Steel Elec. Engineers.

L. H. Morrison

Oil Engine Editor. Graduate Mechanical Engineer, 15 years experience in design, erection and operation of oil engines. Sec. Gas Power Section of A.S.M.E., Member N.A.S.E. Author authoritative works on oil engines.

P. W. Swain

Associate Editor. Graduate of both Yale and Syracuse. Instructor in Power Engineering at Yale for two years. Chairman Papers Committee of American Welding Society, Chairman Sub-committee on bibliography of feed water investigation, A.S.M.E. and N.E.L.A. Member N.A.S.E.

A. L. Cole

Three years of design experience, 8 years as chief engineer of a 15,000 kw. station. Specializes on boilers and powdered fuel. Member A.S.M.E.

Thomas Wilson

Western Editor. Graduate engineer, 20 years practical experience. Member A.S.M.E. and Western Soc. of Engineers. Member Executive Committee of Chicago Section A.S.M.E. Member N.A.S.E.

F. L. Beers

Copy Editor. Member of POWER Staff for 25 years to whose hands all copy must go for final check and approval.

These Men Make POWER

Published at 10th Ave. and 36th St., New York

"I have been a reader of POWER for a number of years as far back as the time when this paper was called 'Steam.'

"Its advertising section has always been a directory for me and is today. I have bought a lot of goods in the last 30 years that were advertised in POWER."

CHIEF ENGINEER,
Big Eastern Manufacturer

"We receive copies of POWER at this plant regularly. Copies are not only read by myself, but are gone over by my engineers as well.

"Photostats are made of interesting subjects and advertising part gone over thoroughly for new material listed, then copies are filed.

"When ordering powerplant and plant maintenance material, copies of POWER are invariably taken from file and advertising section looked through for material in question."

CHIEF ENGINEER,
Leading Detroit Motor Plant

More evidence to show that POWER readers read POWER advertisements and use them to help select equipment and supplies.

A.B.P. A.B.C.

If you are seeking to cultivate the Buying Power in the power field, let us show you how POWER can help you—to analyze the market—to reach the influential men in that market.

POWER

A McGraw-Hill Publication

Let's Look At It As a Matter of Dollars *and* Cents!

THE black and white page rate in The Shrine Magazine is $1,350. The advertiser, therefore, reaches 449 subscribers for each dollar invested.

And here are the number of subscribers per dollar reached through The Shrine Magazine and seven other weekly and monthly publications of importance.

THE SHRINE MAGAZINE	449
Publication No. 2	297
" " 3	305
" " 4	340
" " 5	374
" " 6	397
" " 7	422
" " 8	426

The net paid circulation of The Shrine Magazine is 607,112 copies monthly. *A distribution statement, by states, will be mailed upon request*

THE SHRINE MAGAZINE
1440 Broadway · New York
Phone: Pennsylvania 7827

CHICAGO
122 So. Michigan Blvd.
Telephone: Wabash 6944-5

BOSTON
Little Building
Telephone: Hancock 8086

J. George Frederick

has probably served a longer continuous period as a free lance sales counsellor on a fee basis than any other man; 19 years. And his books on sales are standard textbooks in universities.

What is your problem? Write us.

The Business Bourse
J. GEORGE FREDERICK, PRES.
15 W. 37th St. (Wisconsin 5067) New York
In London, Business Research Services, Ltd.

ATTRACT!! SELL!!
With distinctive, dignified, artistic
MECHANICAL ADVERTISING DISPLAYS
Write for circulars of Mechanical Books, Start and Stop Revolving Tables.
CHESTER MECHANICAL ADVERTISING CO., Inc.
430 West 45th St. New York, N. Y.

The Business "White Plague"

[CONTINUED FROM PAGE 21]

of the banks were entirely cold to the hapless 335,217 out of 417,421. Their average balance in the bank could not be more than five hundred to several thousand dollars, and their line of credit must have been exceedingly narrow.

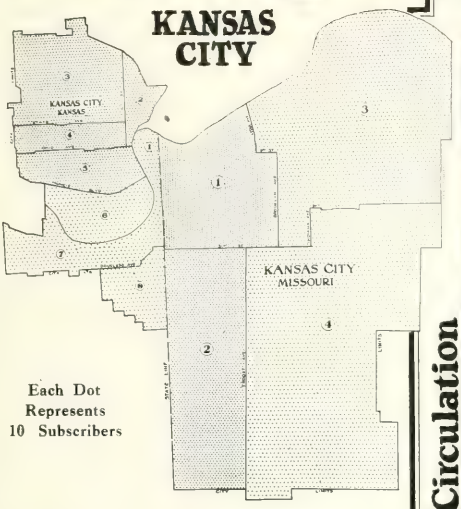
Why does lack of capital persist in the face of a plenitude of money? Why in a prosperous country must three-quarters of our corporations stay so small and unprofitable? After you discount something for the smaller mental caliber of the men who run them (not altogether a fair assumption at that) you run directly into the fact that *the price of larger tools is not available.* Tools include men, advertising, sales organizations, automatic machinery. It is absolutely incredible that only one out of four businesses in the United States is worthy—or has a future. It is in fact preposterous. Nor is the idea tenable that there are not enough able business men to man more than one out of four corporations. Finally, the facts are against the idea that there is not enough capital available to capitalize properly more than one in four.

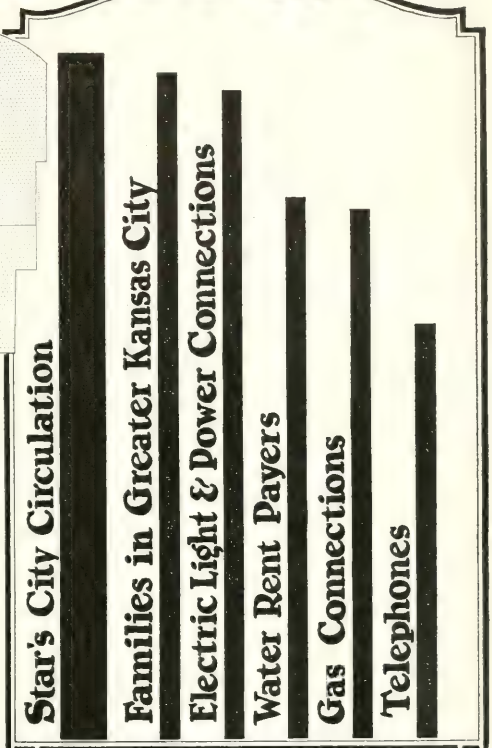
No! There is something else wrong, and that something else begins to emerge. There is not competitive elbow room for all these small corporations, unless they are content to remain "shoe strings," which naturally they are not. Consequently cautious capital passes them by. These smaller corporations are what might be called one-legged creatures, and bankers favor structures standing solidly on four legs (management, size, earning record, future sales prospects). The one-legged often have only future sales prospects; and they are dumb-founded when bankers do not consider that sufficient.

What then is in store for the submerged 335,217? They do not seem to get capital; their overhead is outrageously high in ratio to their volume; and they can not get much attention from bankers, business advisers or publications. The thing seems to be a vicious circle and a lost cause. If an individual becomes ill, there are many well organized institutions, private, municipal, and national, to reduce the liklihood of mortality. But the white plague of business goes right on, practically unmolested.

PREVENTIVE measures are important. Why do corporations start without adequate capital? Because they are so eager to begin that they do not stop to calculate. Calculation and analysis are vinegar to the average man, and poison to the average inventor. The truth is that today new business should be brought into the world not by the old midwifery processes of slap-dash or hunch, but under the expert care of business analysts. True, many famous businesses were brought to huge success—in other days—on the shoe string principle. Some are today. It really was once the "American" way of doing it. But the American way of today is entirely dif-

a startling comparison!





THE chart and map on this page tell a story of circulation coverage which reflects an unusual condition.

The Kansas City Star possesses the quality of appealing to the masses as well as to the classes.

So broad is The Star's scope of service. so manifold are its uses to the business men of Kansas City and its territory that The Star is an integral part of the city's social and commercial life.

The excess of The Star's circulation over the number of families in Greater Kansas City is due to the fact that downtown sales by newsboys and stands are included in the circulation count and also to the fact that some households, because of their size, require more than one copy of The Star.

In this comparison of The Star's city circulation with patrons of public utilities, the *city* circulation only of the *evening* edition only has been considered.

Star's City Circulation	148,907
Families in Greater Kansas City	145,547
Electric Light Connections	141,467
Water Rent Payers	117,961
Gas Connections	114,256
Telephones	90,040

Figures and Circulation as of January, 1927

TOTAL Circulation More Than Half a Million a Day

THE KANSAS CITY STAR

New York Office,
15 East 40th St.

Chicago Office,
1418 Century Bldg.

New England's Second Largest Market

Four Out of Every Five Homes

In Rhode Island Use ELECTRICITY

THERE are 121,323 residence electric meters and 21,790 commercial meters in use in Rhode Island.

In this same territory there are 150,134 families (1925 State Census) which means that four out of every five homes in the State are prospective purchasers of electrical appliances.

The live dealers and jobbers operating as the Electrical League of Rhode Island are doing constructive work to educate the public in the advantages of electricity.

The Providence Journal *and* The Evening Bulletin

with a net paid circulation of 108,809 offer manufacturers and distributors of electrical appliances the most effective and economical means of reaching this prosperous market at a minimum cost.

In 1926 these newspapers carried 72.28% of all advertising carried by Providence newspapers.

PROVIDENCE JOURNAL COMPANY
PROVIDENCE, RHODE ISLAND

Representatives

Chas. H. Eddy Company
Boston New York Chicago

R. J. Bidwell Company
Los Angeles San Francisco Seattle

ferent. It is the *engineering* way; the way the U. S. Steel Corporation was started, as against the way Henry Ford started: "on all fours"—with all four of the vital elements present at the beginning.

IN other words, the soundest way to build a business now is not to start in a backyard shed somewhere and "toil early and late" *á la* Henry Ford or Charles W. Post, but to build up a unit out of present businesses or to start completely fresh with enough capital to buy all the tools necessary. I repeat that the modern tools necessary include men, advertising, research, high-speed automatic machinery and distributive organization. Under the old "backyard shed" conception of a business start, you made your goods by hand yourself, and then went out and sold them yourself; or you did something almost as primitive. The emphasis was largely on making something. Hershey, of Hershey's Chocolate, used to make caramels and then peddle them in a wagon. Fuller, of Fuller Brush Co., I believe, did more or less the same thing. But for every Hershey or Fuller there were thousands of failures. In fact, Hershey himself failed; not once but twice. He succeeded brilliantly when he finally sold his caramel business and started afresh with chocolate bars, with a completely new and adequately capitalized enterprise.

The interesting thing is that when you use the shoe string or backyard shed method you slow your success, whereas when you use adequate capital you annihilate time; you greatly accelerate success.

But all this does not tell a small corporation how to lift itself from the under-capitalized class.

There is of course no cut-and-dried or even reliable method that can be suggested. Most of the financial mistakes made by corporations rise *at the start*. Not enough capital is put in before operations are begun; that is Fatal Error No. 1. It immediately destroys the company's good record by putting it into the struggling, inadequately financed class before it should be there. A new corporation, like a new baby, has a right to a clean, sound start in life. A company not yet in operation, existing on paper, is much better off and more attractive than a company already started, struggling against fatal odds.

But the Fatal Error No. 2 is failure to make adequate banking connections. I have known many a struggling, but sound, company that never sent anybody to its bank but the bookkeeper. A small corporation should do its banking with a local trust company, which by law has greater latitude for lending. That trust company can and will supply sound credit. A local banker should be able to aid further capital needs if the record has been right. Fatal Error No. 3 is too much promotion and too great dissipation of capital on unproductive expenditures, if not on promotion activities. There is too little appreciation of the value of a sound record for bankers to scan.

Fatal Error No. 4 is to sell stock to keep going; to sell it for operating expense rather than for capital investment. Fatal Error No. 5 is juggling of finances. One man I know suddenly went bankrupt because his bank discovered that he was holding demand

The Lillibridge Viewpoint

Number Ten *Issued by Ray D. Lillibridge Incorporated* *New York*

The Sentiment of the Occasion

MITCHELL of the *Sun* tells a story, which he thinks he read in Samuel Roger's *Table Talk*, about a British poet who took a visiting friend to ride around the neighboring country. They paused on a hillside overlooking a lovely vale in the centre of which was the spire of a little church standing in its tree-embowered churchyard.

"How beautiful!" exclaimed the visitor. "The scene would be nothing without that ideal church and graveyard."

"Yes," said the poet, the tears coming into his eyes, "and how much more beautiful to me because I know that in that churchyard are buried my grandfather, my mother, and two dear sisters."

The stranger afterward told of the incident and the impression it made on him to somebody well acquainted with the region and with the poet who wept on the hillside.

"Nonsense," said the other, "He was lying to you. Not one of his family is there. They are all buried over in Sussex."

"The poet was not lying," said Swinton with great animation. "It was necessary for the sentiment of the occasion that his grandfather and his mother and sisters should be buried there. He was right to put them there."

§ § §

Which is all right for sentiment, perhaps, but isn't there too much of this kind of "sentiment" creeping into advertising? Isn't it getting too easy to make the sales story picturesque at the expense of ordinary business veracity?

Honest facts, grubbed out of experience and service, ought to be inspiration enough for the preparation of forceful advertising messages, nor need they lack in drama. Let the imagination be applied to their serving, not to their substance.

Lincoln Said—

IN HIS famous "House Divided" speech: "If we could first know where we are and whither we are going, we could better judge what to do, and how to do it."

The Lillibridge "Objective Method" of laying out an advertising program concerns itself first with the "where" and "whither," that there may be no waste of appropriation or loss of time in connection with the "what" and "how."

More about this "Objective Method" if you are interested. Write.

"NEVER mind the other man," said Marshall Field. "Competition is the life of trade. It makes no difference how they tread on your heels,"—he smiled in his slow, pleasant way—"so long as you keep them on your heels."

A Living Fire

A YELLOWED newspaper clipping found way back in a drawer of the desk of one of the members of our staff tells of a fire on the hearthstone of a humble home in Livingston County, Missouri, that has not been out for eighty years.

When the builder of that home, with his girl bride, left Kentucky to settle in the Missouri wilderness in 1836, he took along coals from the home fireplace, carrying them in an iron pot slung from the wagon axle.

Matches were unknown, and the method of

getting sparks from flint and steel on dry punk was very uncertain while traveling into a new country. He kept alive the coals in the iron pot through the long journey and then transferred the fire to the hearth of the rude cabin. There his children and his children's children grew up and studied and loved and died in the warmth and light of the transferred, ever-living fire.

§ § §

There are manufacturers who have the spirit of this Missouri settler and his descendants: years ago they lighted the fire of advertising to draw people's attention to their wares, and they have never let it go out. Through good times and bad, in season and out, they have let this light shine, and they have prospered. They do not think of advertising as something they can do or not, as they choose, but as the natural glow of their business.

And that glow draws people to them and creates a feeling of warmth and friendship that is known in business circles as good-will.

"Let the People Know"

It is not enough that a business institution be honestly conducted and sincere in its desire to serve the public well; the public must be made to realize all this. As one of our modern business leaders has so aptly expressed it, "Next to doing the right thing, the most important thing is to let the people know you are doing the right thing."

"Letting the people know" can be a very costly process, and sometimes there is no other way. But frequently the costly way is used needlessly. Much depends upon whether the thinking and planning begin in terms of white space and words, or in terms of individuals and influence.

All's Grist to the Copyman's Milne

The king called the cook,
And the cook came a-running.
"Take an old shoe,
And a loaf of stale bread,
My second-best crown,
And some ten-penny nails,
And make a fine pudding
For dinner," he said.

The chief called the copyman,
And he came trotting.
"Take quantities of atmosphere
And pecks of social grace,
Tell all about the factory,
And all about the product,
And put all our branch addresses
In a sixty-word space!"

—*Sarah H. Birchall*

Of Interest to Advertisers

We have a series of bulletins describing the various features of the Lillibridge way of advertising, some of them showing how it applies to different kinds of advertising problems.

Following are the titles:

To the Man Who is Advertising from Habit.

The Story of an Advertising Agency that was Ahead of its Time.

To the Head of Any Business "Too Small to Advertise."

Concerning the Use of Sledge-Hammers in Advertising.

To the Head of Any Business "Too Technical to Advertise."

If Your Product Could Talk.

Copies of any or all of these bulletins will be mailed to interested executives on request.

RAY D. LILLIBRIDGE INCORPORATED

Advertising

NO. 8 WEST 40TH STREET · NEW YORK

Telephone: Longacre 4000

Established in 1899

6133-2

notes of his corporation for large amounts, while at the same time he was asking for loans from the bank. He was trying to make the bank "hold the bag" to which he held the string.

The very best way for a concern with some real assets—whether they consist of one or four of the "legs" previously referred to—to develop adequate capital is to consolidate. In past years such a move was usually resisted because men had too personal a feeling about their businesses. It was their baby. They could not nurse it, perhaps, and it wasted away in their arms, but it was their baby nevertheless and they would not give it up. Nowadays men feel differently. The other day Remington Typewriter, Dalton Adding Machine, Baker-Vawter loose leaf goods and Rand-Kardex merged. These companies had very strong separate individualities, but they were not afraid of consolidation. There ought to be 10,000 or more consolidations in America. It is a splendid way to achieve greater economy and fully adequate capital. There are now six or seven different ways to consolidate, to fit various conditions.

Selling stock to the public, on your own account, is possible, but it is a very difficult and not always a successful arrangement. And as bankers will not do it for small concerns, there really remain only two alternatives: to sell stock to a few individuals or to attempt consolidation. To go on operating a shoe string business may fit your temperament; and you may, if you can command a high grade sales, advertising and administrative ability, lift yourself by your bootstraps. That is what the 335,217 are attempting, and there is always a certain number who succeed, thanks to the energy and ingenuity that reside in the American temperament. But it is a poor reed to lean upon, a mere gambling chance. Money is power, and its absence all but stalemates a good program and a good product. To paraphrase ex-Vice-President Marshall's famous epigram, "What this country needs is a better appreciation of adequate capital"—and a better knowledge of how to spend it if you get it.

The Business of Being an Advertising Manager

[CONTINUED FROM PAGE 34]

when there were no railroads, no steamships, no airplanes, no telephones, and when everybody, or nearly everybody, lived on the land. But railroads and steamships and telephones and machines that do the work of a thousand men are *here;* and it is no longer possible for the great majority of people to make a living by cultivating the soil or by serving as herdsmen or flockmasters. The social machine which civilization has built is extremely complicated. It functions only because the majority of us want it to do so; and because each of us who is a part of it has his own special task. The task of the advertising manager is to do what he can to make the industrial unit with which he is identified function with minimum



THE Commercial Photograph rarely has the qualities of beauty of the Photo-Portrait. But rarely does an Apeda Commercial Photograph LACK them. As witness . . . the above.

Apeda Studio INC.
PHOTOGRAPHERS
CHickering 3960 NEW YORK 212 West 48th Street

Free! Ponton's Mailing List Catalog
List o' Trades and HOW to Reach 'em
R. G. DUN Statistics
108 PAGES. 8500 DIFFERENT LISTS
Write for your copy today.
THE W. S. PONTON CO., Inc.
307 SIXTH AVENUE NEW YORK

LIKE many other customers, you will not judge Diamant typography by the amount of the bill. The quality of the craftsmanship speaks for itself— ***and it costs no more!***
Write for booklet
E. M.
Diamant
Typographic Service
195 Lex. Ave. CALedonia 6741

The ARCHITECTURAL RECORD begs to replace its previous figure of 6,635 architect and engineer subscribers—(constituting a lead of 28% over its nearest competitor)—with the new high mark of 7,160.

On request—latest A.B.C. Auditor's Report—new enlarged and revised edition of "Selling the Architect" booklet—latest statistics on building activity—and data on the circulation and service of The Architectural Record with sample copy.

(Average net paid 6 months ending December, 1926, 11,436)

***The* ARCHITECTURAL RECORD**
119 West Fortieth Street, New York, N. Y.
Member A. B. C. Member A. B. P., Inc.

With a forward looking agency, this man will appreciate

Twenty-seven years old, Christian, university trained; has a newspaper past, a copy present, an advertising future; no oral salesman but persuasive with a pen; few ideals but a marching host of ideas.

Fledged in an organization where good advertising is deified; has put pen to dealer, retail and mailing copy, resultfully; can put pulse and picture into a selling message; knows Cheltenham from Bodoni, offset from letterpress and makes capable layouts. He contacts well.

New York agency preferred.

BOX No. 444
Advertising & Selling
9 East 38th Street., New York City

AJD & COMPANY LIMITED
The **Only "Denne" in Canadian Advertising**

The Canadian Market demands specialized advertising counsel and service—which is our job. Let us tell you how we can help.

A. J. DENNE & Company Ltd.
Reford Bldg. TORONTO.

ADVERTISING DIGEST

Selling Aid Advertising Digest, issued monthly, keeps you abreast of new ideas. Indexes *all* articles in current issues of advertising publications. Classified under subjects and lines of business, etc. Clearing house of profit-winning data, plans, etc. Send 10c. with your letterhead, for sample, plan, cost, etc.
SELLING AID, 622 No. Michigan Avenue, Chicago

KEEP YOUR COPIES!

At the conclusion of each volume an index will be published and mailed to you.

friction. For that reason, it is highly important that the man who is in the business of being an advertising manager should believe, not only in advertising, not only in his own business, but also in the general scheme of things as they are. If he lacks that belief, he cannot succeed.

Not for a moment would I have the reader think that I regard business and business methods as beyond criticism. I know better. But I also know that life on this globe could not continue were it not for "Business." I also know that the good in it outweighs the bad and that the proportion of good will increase and that of bad decrease. This thing that we have built is, momentarily, greater than its builders. That will not always be the case. Some day we shall learn to control it.

So much for what might be called the mental preparation for the business of being an advertising manager. Next comes educational preparation—the utilization of books and other publications which every man who is engaged in advertising should have.

I am not prepared to say which of the various books on advertising is best. I can, however, unhesitatingly recommend:

"Business of Advertising," by Earnest Elmo Calkins.
"Making Advertisements and Making Them Pay," by Roy S. Durstine.
"The Advertising Handbook," by S. Roland Hall.
"Advertising As a Business Force," by Paul T. Cherington.
"Advertising: Its Principles and Practice," by Harry Tipper, G. F. Hotchkiss, H. L. Hollingworth and Frank Alvah Parsons.
"Elements of Marketing," by Paul T. Cherington.
"Writing Advertising," by James Davis Woolf.

It is only fair to say that from none of these books, nor from any other book, can one gain practical knowledge of the business of advertising. Nevertheless, one should own and read the books listed. They are worth more than they cost.

The five books which are the nucleus of every advertising manager's library are:

A good dictionary, "Roget's Thesaurus," "A Dictionary of Modern English Usage" (Fowler), "Crabb's English Synonyms," "Bartlett's Familiar Quotations."

These books are tools. No man who hopes to succeed as an advertising manager should try to get along without them.

Another book which one should possess is Herbert Spencer's "Synopsis of Style." The benefit one gets from it will depend upon the care with which one reads it. Half a dozen pages at a sitting are enough.

THERE can be no difference of opinion as to the desirability of familiarizing oneself with the writings of the masters of the English language. But, it seems to me, one should read Shakespeare, Addison, Stevenson, Conrad and Galsworthy for the pleasure they give and not with the idea of modeling one's own style of writing on them. The fact that advertising is not literature should not be forgotten; nor should one fail to remember that the essence of advertising copy is *condensation*—the ability to tell vividly, in fifty words what the novelist tells in five hundred.

Among the present-day periodicals which appeal to me, because of the



Follow Through On This Vast Basic Market

INDUSTRIAL advertising appropriations oftentimes seem to have vagabond habits. They go here and there and everywhere—concentration is notably lacking. Incidentally, so are the desired results.

Get under the surface where under-surface digging is profitable. It *is* in the textile industry. Here you have the second largest industry of the land—the tremendous buying power of more than $6,000,000,000 invested capital.

This great market is easily accessible. No other industry offers such concentration for a strong sales approach. 95% of its output is confined to large units. Executives are fewer per thousand workers than in any other industry.

Textile World reaches through net paid subscribers, firms and individuals controlling 90% of the machinery of the textile industry. This is equivalent to 90% of the industry's buying power.

Let us interpret the textile market for your product and how to reach it.

Member Audit Bureau of Circulations

Textile World

Largest net paid circulation and at the highest subscription price in the textile field

Member Associated Business Papers, Inc.

334 FOURTH AVE., NEW YORK



Tie-up to the REAL FARM BUYER

One of advertising's most important functions is to create brand familiarity. When the article in the store is remembered as the one seen advertised, much sales resistance is reduced.

It is necessary that the advertising be addressed **to the same person who enters the store.** Medium is as vital as copy.

Farm women do ninety per cent of the family buying. Successful advertising must reach these farm women,—through a medium you are **sure** they read.

THE FARMER'S WIFE is the only magazine edited exclusively for farm women. Concentrated attention. No divided interest. America's unique publication. THE FARMER'S WIFE is regularly read by more than 800,000 farm women who make family buying a normal part of their lives.

Have they been introduced to **your** brand?

THE
FARMER'S WIFE
A Magazine for Farm Women
WEBB PUBLISHING COMPANY, PUBLISHERS
St. Paul, Minnesota

Western Representatives
Standard Farm Papers, Inc.
307 North Michigan Ave.
Chicago, Illinois

Eastern Representatives
Wallace C. Richardson, Inc.
250 Park Avenue
New York City

Member Audit Bureau of Circulations

quality of the English in them, are: the *Atlantic Monthly*, the *American Mercury* and the *New Republic*. Of the first-named, it is not necessary to say more than that it upholds the best traditions of the time when, outside of New England, the United States was a literary wilderness. The *American Mercury* calls itself "A Monthly Review." It is. Brilliant, sardonic, a bit "naughty" now and then, one finds in it much that amuses and, not seldom, something that makes one think.

I READ the *New Republic*, not because I agree with everything it says but in spite of the fact that I disagree with almost everything it says. Which, if you stop to consider, is not a bad reason for subscribing to a publication.

Let us return to the matter of the advertising manager's library. In it should be every worthwhile book which has to do with the industry of which the advertising manager's business is a part. And those books should not be merely for reference. They should be read. One of the most frequently made criticisms of American business men is that they are ill-informed on matters outside their own business. They do not have, critics say, a "world viewpoint."

An hour or two a week, devoted to reading of the right kind should remedy that. It should give one a better conception than one has of the possibilities of foreign trade. What is more important, it should inform one as to the possibilities of trade at home.

College professors and others who write books such as "The Food Resources of the World" and "The Education of the Consumer" may not have the daring, the initiative and the love of power which the captain of industry has. But they have something which he has not—a willingness to spend years in uncovering and assembling facts. And *facts count in business.*

I do not see how anyone can make a success of the business of being an advertising manager if he has not a clear understanding of what his company is trying to do and how it proposes to do it. A good many executives, I imagine, have rather hazy ideas on that subject —so much so that I believe that if I were to ask the head of this, that, or the other company to tell me what he is trying to accomplish, he could not give me a satisfactory answer. He knows, of course, what he does *not* want to do. Assuredly, he does not want to have to go to his directors, at the end of the year, and tell them that their company has lost money. But, outside of a desire to make money, most men at the head of business enterprises are, it seems to me, more or less in the dark as to what they are striving to accomplish. As a matter of fact, most of us are in that position. We think only in terms of the present. We see only the things that are before our eyes. We do only the things that are within reach of our hands.

If these statements are true, it follows that the man who wishes to succeed in the business of being an advertising manager will do well to give thought to the suggestion that he put into words his ideas as to the sales and advertising policies his company should adopt. It would, of course, be a mistake to act on this suggestion unless and until one is thoroughly familiar with a business. But is there any good

reason why one should not do so, then? The time one gives to the preparation of a "brief" of this kind will be well spent. And even if, as very probably will be the case, it develops that the advertising manager's ideas do not appeal to his superiors, he will have "started something."

I do not feel free to go into details as to the form these suggestions should take. Everything depends upon circumstances. But I am sure of this: In every big business there are all sorts of problems which clamor for solution. The man who solves them will be rewarded.

Again, I do not see how a man can make a success of the business of being an advertising manager if he does not keep in constant touch with his company's sales statistics.

The statistical department of many a business is regarded as a necessary evil. And that is precisely what it is—in those businesses. But that same department can be made enormously valuable if its findings are used as the basis for constructive action.

The statistical department, for example, shows where sales have fallen off, or increased. The sales manager's job is to find out why that has happened. The advertising manager's job is to apply the remedy, if one is needed. But, it seems to me, it is desirable that the advertising manager go to the sales manager and say, "Sales in Texas are slipping. What do you think of ———?" rather than that the sales manager should carry news of that kind to the advertising manager and ask him what he has to suggest.

[This is the first of two articles. The second will appear in an early issue.—Editor.]

Research Men Organize

The Market Research Council, composed of about twenty-five executives of various organizations in the agency, university and publishing fields, has been established on a permanent basis after more than a year of informal meetings. This body is and will continue to be quite separate and distinct from the Marketing and Distribution Council recently formed at Washington. Meetings will be held monthly.

Percival White, New York marketing counselor, was elected the first president of the body, and Stanley I. Clark of the Joseph Richards Company will serve as secretary-treasurer.

Obituary

FRANK TOUSEY WILLIAMS, vice-president and general manager and a director of the Union News Company, New York, died in East Orange, N. J., on Feb. 11 following a brief illness. He is survived by his brother, Henry Williams, president of the same company, and by one sister, Mrs. B. N. Jones of Glen Ridge, N. J.

Mr. Williams was forty-four years old at the time of his death. During his long connection with the Union News Company he had become well known and respected in the newspaper and advertising fields in several parts of the country.

. . . ARE YOU REACHING THE CONSUMER IN THE NAME OF YOUR DEALER?

Signs, window displays, counter cards, wall hangers—Good advertising to attract the man who approaches or enters your retailer's store.

But how about the man in the next block—the man headed another way—possibly to a competitive dealer's store?

There is the biggest part of the public—the biggest potential business. How are you reaching it?

Direct Mail is the logical medium. In many lines it is the ONLY practical, economical medium for the retailer.

Electrograph plan of dealer-to-consumer Direct Mail offers a tested, workable system. It stimulates consumer interest in your product. It enlists the retailer's good will and co-operation.

Electrograph Direct Mail BUILDS SALES. It goes *to* the consumer—*through* the dealer—*for* the factory.

May we explain the plan to you? No obligation.

THE ELECTROGRAPH COMPANY
Home Office: 725 West Grand Boulevard, Detroit, Mich.

Electrograph

Created DIRECT-MAIL *Localized*
Individualized
Distributed

In Illinois, Electrograph Advertising Service, Inc., Chicago is licensed to operate under Electrograph patents.

Persistence

ONE of the reasons why I have continued to struggle on in this column for these now more than two years past is the fact that I get such frequent friendly and helpful aid from my good friend, Justin F. Barbour who, as you all should know, is the Chicago representative of ADVERTISING & SELLING.

Just about the time when I begin to think I have impinged upon all the known phases of advertising as practiced in magazines and, hence, have nothing remaining about which to write and, being too proud or dumb or something to change my plan of copy, Mons. Barbour comes barb, barb, barbing along, and slips me a new or, at the very least a renovated slant.

His dry-cleaned garment for clothing this otherwise naked column of white space in this issue is:

"A field worth going after is worth keeping after."

Yes, of course, it's an old thought.

But, how often is it forgotten!

I know we, around here, forget it now and then, to our loss. And I know that the hereinabove mentioned J. Barbour doesn't forget it, to his gain.

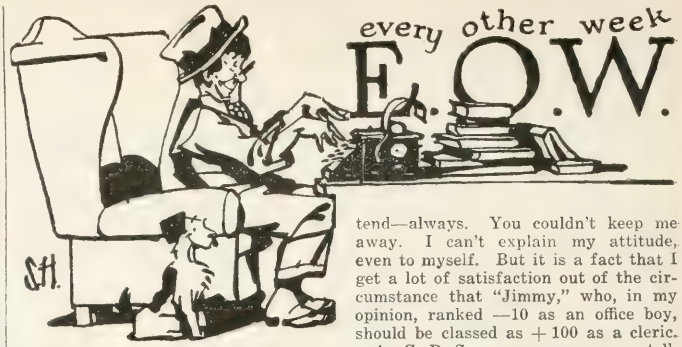
As I look over the list of advertisers in a certain up-and-coming, attractive and handy pocket-size monthly magazine circulated on the modern scientific "controlled" plan, which here shall be nameless * I am impressed with the fact that, without exception, all of its old advertisers are substantial people.

They are living exemplifications of the fact that "A field worth going after is worth keeping after."

A. R. Maujer

for
INDUSTRIAL POWER
608 S. Dearborn St.
Chicago, Ill.

*The name of the magazine to which Mr. Maujer alludes will be sent upon request.



The Losses Are Very Small

Believers in installment selling will find a good deal of comfort in the summary of the operations of the General Motors Acceptance Corporation, recently issued by one of the largest of New York's trust companies. Because of space-limitations, it is not possible to reproduce the circular in full, but that part of it which has to do with Volume of Business and Credit Losses, since the company was organized in 1919, is as follows:

Year	Volume	Number of Items	Net Credit Losses	Ratio of Net Credit Losses to Volume (of 1%)
1919	$20,880,988	19,088	$57,301	.2744
1920	104,102,634	82,962	569,795	.5473
1921	77,457,029	78,800	302,276	.3902
1922	135,256,702	164,473	89,514	.0662
1923	218,616,114	249,354	75,103	.0343
1924	253,649,315	276,555	183,094	.0722
1925	281,426,773	392,286	151,184	.0537
1926	631,543,573	958,045	233,630	.0369
Total	$1,722,933,128	2,220,563	$1,661,897	.0965

There is no question—there can be none—as to whether the General Motors Acceptance Corporation has profited through installment selling. The point which still has to be decided is—Has the public, as a whole, benefitted?

"Jimmy"

'Way back in the Middle Ages, I had an office boy who was usually referred to by his associates as "Mouthy Jim." He was, I really believe, the most exasperating youngster who ever licked a postage stamp or answered a telephone—stubborn, cantankerous, opinionated beyond belief. Lacking education and totally devoid of tact, he gave no promise of ever rising higher than a poorly-paid clerkship.

Somehow or other, Jimmy attracted the attention of a wealthy old man who saw—or thought he saw—in him the "makings" of a clergyman. He offered to send Jimmy to college. Jimmy jumped at the opportunity. Today he's a bishop—a real, live bishop! When he comes to New York, which he does every year or two, he preaches in one of the city's largest churches and to one of its wealthiest congregations. I attend—always. You couldn't keep me away. I can't explain my attitude, even to myself. But it is a fact that I get a lot of satisfaction out of the circumstance that "Jimmy," who, in my opinion, ranked —10 as an office boy, should be classed as +100 as a cleric.

As G. B. S. says, you never can tell.

Time Is a Factor

Twelve or thirteen years ago I bought a hundred shares of the common stock of a corporation, the name of which is known to every advertising man. The price at which the stock was then selling seemed to me to be attractively low; and the yield was satisfactory. But, to be entirely frank, my main reason for purchasing the stock was that I believed it would advance, considerably, in the course of a year or two. It did. In less than a year it went up twenty points. I sold the stock and, by so doing, profited to the extent of about $2,000.

Of course, I patted myself on the back. Of course, I told myself that John D. had nothing on me. To buy something for $11,800 and sell it twelve months later for $13,700—"that," said I to myself, "that shows that you know how to make money."

A couple of years ago, the company in which I held a hundred shares of stock in 1914 or 1915 readjusted its financial structure. A stock and cash dividend was declared. Little by little the new stock climbed upward—so much so that the present value of the shares which I was glad to sell for less than $14,000 is around $75,000.

Now, fourteen thousand dollars is not an awful lot of money; but seventy-five thousand dollars is a good-sized fortune. And it would have been mine if I had just sat tight.

Time *is* a factor, not only in speculation, but in everything else.

The "Secret Spring"

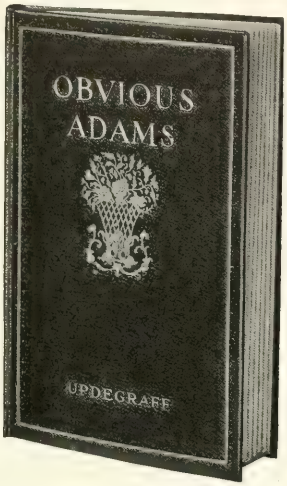
A favorite theory of mine—that a great many men have a hobby of which they are fonder than of their business or profession—seems to be supported by something I learned recently.

Among my acquaintances is a surgeon whose home is in the Middle West. He is, I should say, much more than ordinarily successful. Yet, last summer, he turned his patients over to an assistant and traveled with a circus for three months! This is not the first, or the second, or even the third time he has done this. "I've got to have a change, once in a while," he told me. "And I know of no other way that is as satisfactory. It's cheaper than playing the stock-market, which is what a great many doctors do; and it is a lot healthier." JAMOC.

When Fletcher Montgomery

President of the Knox Hat Company

Read "*Obvious Adams*"



—He immediately ordered 50 copies to distribute to business associates

MANY thousands of copies of this "little book with a big business message," written by Robert R. Updegraff, have been bought by business executives during the ten years since it appeared in *The Saturday Evening Post*. They have placed them in the hands of every one of their executives, branch managers, department heads, salesmen, and even their office workers, because this simple story crystallizes one of the most important principles in business—makes it graphic, inescapable, usable in the day's work all through a business.

There is inspiration in the story of Obvious Adams. Young men read it and catch a picture that makes them want to knuckle down to more effective work. Older men read it and it somehow clears their vision and gives them a fresh urge to accomplishment.

"Obvious Adams" is a pocket size book bound in cloth with gold-stamped title—an exceedingly attractive little volume suitable for presentation purposes, yet it is sold in quantities at prices that make possible its broad distribution. It offers an ideal solution to the problem of an anniversary gift for the members of an organization, autographed by the head of the business or department.

Quantity Price List

500 copies or more, 40c per copy
100 copies or more, 44c per copy
50 copies or more, 46c per copy
25 copies or more, 48c per copy
10 copies or more, 50c per copy
Single copies, 75c postpaid

KELLOGG PUBLISHING COMPANY

39 Lyman St. Springfield, Mass.

Your Salesmen

should have as good tools as these—



GEM BINDERS are built right to hold Testimonial Letters. Sales Bulletins, Photographs, Price Sheets and similar material. GEM BINDERS aid the Salesman in conveying that Good First Impression.

GEM BINDERS are not just covers, they are expanding loose leaf binders fitted with either our patented flexible staples, binding screw posts or paper fasteners.

They are easily operated, hold their contents neatly and compactly, fit nicely into a traveling man's brief case.

GEM BINDERS in Style "GB" are covered with heavy quality Art Fabrikoid; they can be washed, if necessary, for the removal of hand stains, without affecting the surface color or finish of the material.

May We Submit Specimens for Inspection Purposes?

THE H. R. HUNTTING CO.
Worthington Street
SPRINGFIELD, MASS.

Dealer's Cash Is Depleted by Installment Selling

[CONTINUED FROM PAGE 22]

50 x $10 = $500. You are out this much—on fifty sales.

$3,000 Present capital.
500 Out—one month's business.

$2,500 Capital at end of one month.
3,000 ÷ $500 = 6. In six months: *busted.*

An extreme case this would be, of course. The cashier intended it to be such, his purpose being that of sinking home a little known fundamental of installment selling. Yet the example does indicate how surely and overwhelmingly the dealer's cash is depleted by selling large volumes of goods "on time." The dealer's difficulties are augmented, too, by the fact that he is obliged to guarantee payment of all notes discounted through the finance companies. The total of these indorsements must be shown on financial statements as "contingent liabilities" and, as such, they cut seriously into his credit standing either for direct borrowings of local banks or for extended credit from wholesalers.

The installment-seller encounters a further disability from the losses which are concealed under that innocent-sounding word "re-possessions," but that these are a real "grief" to be reckoned with may be gathered from Mr. Henry Ford's published statement that:

"Of the total 1926 production of automobiles of all makes, ten per cent or more were re-possessed by the sales agencies for non-payment." To which disconcerting fact Mr. Ford adds this significant opinion:

"Under installment selling, the seller doesn't get the money and the buyer doesn't own the goods."

Whatever be the merchandise and whatever be the down-payment, we understand installment selling to mean that the purchaser buys a thing to be paid for out of future earnings. Also we understand that the manufacturer, or the dealer, "does a piece of business" months or years sooner than otherwise he would: his sales volume is quickly augmented.

INASMUCH, however, as the seller's profits are tied up until the final installments, we have not so definitely understood that this long deferring of the cash for those profits results in a depletion of the seller's cash capital. Meanwhile, of course, his books show the net profits. They are, however, purely "paper profits." In particular they are so involved by the rediscount of the installment notes, all of which bear the seller's indorsement, that the prospective profits are hardly "liquid" even in the eyes of the local banker.

If the reader has ever been in the real estate business he hardly needs argument to bring forcibly home the condition. For he, out of abundant experience, knows the results. Real estate promotions, that first example of installment selling, teem with examples of the evils of depleted cash capital.

The allotment in a new section of the city, or the "houses built on your own plans," or the sidewalks and sewers and other "modern improvements" have a most uncomfortable way of swallowing up all the capital of the real estate operator or the fancifully-named "improvement company."

Not that there is no profit in this business. There is. The difficulty is that it takes "forever" to cash in on that profit.

THE home purchaser makes such a down-payment as he can afford. Thereafter he pays each month "the same as rent" toward the principal of his mortgage. But, in the meantime, the realty operator has been obliged to lay out his cash for the unimproved land, the grading and clearing, the underground piping and overhead wiring, the building materials and labor, with the expenses of making the sale. Salesmen's commissions must be paid in cash at the time of closing the contract, this item often absorbing the major portion of the buyer's down-payment. The operator's profits, while large and pleasing, are long deferred.

The operator, like the installment seller of merchandise, rediscounts the purchaser's notes. He also resorts to blanket mortgages on unsold lots. With all these devices, nonetheless, prudent banking requires that the operator shall risk some of his own capital. That capital, with extension of "operations" and growing volume, become absorbed in the deferred profits of past sales.

For this reason, among banks, it is a maxim that "real estate enterprises are risky loans." Real estate undertakings entail a woeful proportion of bankruptcies—and for precisely the same reason. The real estate operator is, to use a slang phrase, "always broke, or close to it." In every community the seasoned and experienced real estate operator is likely to be wealthy; but, during all the years when he was building up his business, only too frequently he was "owing everybody in town," although he was making good profits all the time. His cash, plus all the borrowings his credit justifies, is depleted through the very size of his business. He owns a tin-box of "paper" which will, in the end, make him rich enough to live in warmer climes, but at the present time he is "short of ready money."

Exactly similar are the workings of installment selling of merchandise. Unless the manufacturer, or the seller, has ample reserves, installment selling, with all the lure of quick volume, may bring disaster through depletion of capital.

A manufacturing concern, whose stock is listed on the New York exchanges, reported last year a profit of $2,000,000. Every day, however, their lobbies were thronged with men trying

Don't *Step* On the Baby

EVEN the healthiest baby requires a certain amount of tender nursing.

Even the sturdiest advertising idea requires delicate and sympathetic handling at its birth and during infancy.

More brilliant advertising themes have probably been kidded or gloomed to death than have died of their own ineptitude.

Consider, for instance, the advertising of Fleischmann's Yeast. It took courage on somebody's part — at least courage enough to keep hands off—when it was decided to present yeast as a food that everyone might use rather than as an ingredient for the infrequent loaf of home-baked bread.

The idea probably would not have lived to see the light of publication if a few members of the Fleischmann organization had waxed flippant over it—or gravely pointed out the forbidding dangers and pitfalls that beset its path.

A new-born babe must first fill its lungs. A good rule to follow in regard to new advertising is to stand back and let it breathe.

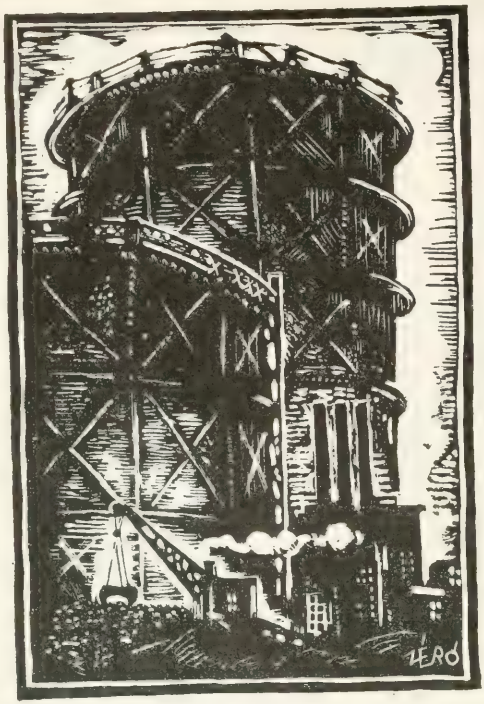
The advertising that we produced during 1925 doesn't look quite so polished as the advertising we produced in the year just ended. The material we have in preparation today seems better than either.

Nor is that so strange. A talking movie of ourselves taken two years ago would now look and sound a little behind the times. The same thing goes for you, too.

When your agency brings you a basic selling and advertising idea, give it a long, hard look—then clasp your hands behind you.

It may not be perfect at the moment. But there are no records of mature strength at birth since the day Hercules leaned out of his bassinet and strangled a pair of serpents.

GEORGE BATTEN COMPANY, Inc.
Advertising



THE year 1926 brought the largest annual increase in manufactured gas sales ever recorded in the history of the gas industry. The total sales for the year amounted to nearly $492,000,000, representing an increase of 40% in the last five years. Approximately 460,000,000,000 cubic feet of gas were manufactured and sold—38,000,000,000 cubic feet more than in 1925. Such a phenomenal increase in production has necessitated a sweeping extension of plant and distribution facilities, and the gas industry has become a market of more tremendous buying power than ever before.

Manufacturers whose products have utility in the manufacture, distribution and use of gas have experienced a growth of business in direct proportion to the growth of the industry which they serve. If your product has such utility, its sale will be limited only by your own selling efforts.

In any selection of advertising media through which to introduce your product, Gas Age-Record, with its 99.47% coverage of the gas industry, merits your first consideration.

We will be glad to advise you concerning the possibilities for your product in this field. You will incur no obligation.

Gas Age-Record

A. B. C. A. B. P.

"The Spokesman of the Gas Industry"

9 East 38th Street New York

We also publish Brown's Directory of American Gas Companies and the Gas Engineering and Appliance Catalogue.

to collect accounts for supplies; the concern, even with such a fine showing, was unable to pay its bills. The president himself related to me:

"We made more than two millions, and we made a half million the year before. It's all where we can't get at it. The banks are scared of us, and they've grabbed every bit of paper for security. Of course, we've rediscounted all the notes for goods we've sold. . . . If I can weather through another year, we'll be rich; but we're existing on the ragged edge of nothing until we get beyond the peak months of the installment payments that are due us."

How to Raise Funds for an Association Campaign

[CONTINUED FROM PAGE 26]

means of fixing membership dues than of raising money for cooperative advertising.

The Wallpaper Manufacturers' Association has followed the plan of assessing members $500 yearly for each printing machine that they use.

The percentage-of-sales method is a plan widely used at present, although, as we have already pointed out, it is giving way to the unit-of-output method. The Toy Manufacturers of the United States, the American Walnut Manufacturers' Association, the Associated Knit Underwear Manufacturers of America are a few of the many groups that use this plan. The funds for the exceptionally successful Greeting Card Association are accumulated in this manner. A yearly subscription is received from each member based on a percentage of his sales for the preceding year.

The Save The Surface Campaign is financed in at least two ways, but principally by an assessment of one-eighth of one per cent of gross domestic sales of contributing members. In case a company in the industry does not care to disclose its sales, the committee has arranged a classification plan for the benefit of such members. In this plan there are nine classifications. Class Number Two, for example, consists of houses that do from ten to fifteen million dollars worth of business. Their dues are $15,000. By using this plan a contributor can select his classification without declaring exactly what his sales are.

The Glove Industry also has used this classification method. Here is the schedule it has used:

$2,500	annually if gross sales volume exceeds $1,500,000
$2,000	annually if gross sales total is between $800,000 and $1,500,000
$1,500	annually if gross sales total is between $600,000 and $800,000
$1,000	annually if gross sales total is between $400,000 and $600,000
$ 500	annually if gross sales total is between $250,000 and $400,000
$ 250	annually if gross sales total is between $150,000 and $250,000
$ 100	annually if gross sales total is less than $150,000.

The budget plan is not used extensively. It is seldom followed except in the case of a very small association

Editorial from the New York Herald-Tribune February 12, 1927

tours and glaring headlines, these are far too numerous as it is.

"The New York Telegram"

The arrival of the Scripps-Howard organization in the New York newspaper field through the purchase of "The New York Telegram" is an interesting and welcome event. Few changes affect the current of a community's life more pervasively than changes in its press. The rash that has broken out in the form of the new daily magazines, the tabloids, is plainly the symptom of a local epidemic calling for attention and cure. Fortunately, the transfer of "The Telegram" counts on the side of health and decency. The standards of clean journalism which Mr. Munsey and Mr. Dewart have scrupulously followed will be maintained by the new owners of "The Telegram" as part of the established practice of their organization. The purchase marks the climax of the new policy of the Scripps-Howard interests, which has spread their newspapers across the country and under the impetus of Mr. Howard's youth and enterprise won for them an outstanding position among newspaper properties. We welcome this new and vigorous influence in New York journalism and wish "The Telegram" all success.

Tarrier

The New York Telegram

A Scripps-Howard Newspaper

Represented by { Dan A. Carroll *and* Allied Newspapers, Inc.



Vernon Room

MARCH MUSICALES

EVERY SATURDAY EVENING

February 26th to March 26th

—FIFTH YEAR—

Beniamino Gigli — Mabel Ritch — Paul De Marky
John Charles Thomas — Rosa Low — Benno Rabinoff
Alberto Salvi — Irma Swift — Giuseppe Danise
Lucille Chalfant — Armand Tokatyan — Oscar Nicastro
Moriz Rosenthal — Dorothea Flexer — Curtiss Grove

CHALFONTE-HADDON HALL

ATLANTIC CITY

Details of these Musicales together with hotel folder and rates on request

LEEDS AND LIPPINCOTT COMPANY

DEPTH

We can add depth to your displays! May we?

Send for monograph.

OLD KING COLE, Canton, Ohio.

THE THIRD DIMENSION



Hundreds of specimens of the West's Food, Travel and other advertising

are reproduced in the 8th annual Review Number (February). Also art section, with color reproductions, directories listing 2000 advertisers, 400 agencies, 250 house organs, artists, etc.; authoritative articles on community and cooperative advertising; a wealth of other data, news, features, etc., included in strikingly beautiful 250 page issue that will be included while supply lasts as part of 6 months trial subscription, $1; or full year $2.

WESTERN ADVERTISING

564 Market St. - San Francisco

Every monthly issue worth while. Money back if disappointed.

consisting of a few powerful members. The reason this method is not popular is because ordinarily the general funds of an association are not large enough to permit advertising. Among the well-known organizations that have used this plan, are the National Electric Light Association and the Gypsum Industries.

THE Save The Surface Campaign is probably the best example of an organization that acquires its money through a variety of ways, and by getting everyone who is likely to profit from the advertising, to contribute to the funds. Here are the different groups that are asked to contribute to this promotion effort in addition to the Paint and Varnish Manufacturers who, of course, are the principal factors:

Lead, Zinc, and Raw Material Producers.
Color Manufacturers.
Can Manufacturers.
Spray and Mechanical Painting Machine Manufacturers.
Brush Manufacturers.
Naval Stores Producers.
Linseed Oil Crushers.
Wholesale Distributors.
Brokers, Manufacturers' Agents and Importers.
Salesmen.
Master Painters.
Dealers.

Naturally, all of these groups do not have to contribute on the same basis as the Paint and Varnish Manufacturers, and the producers of lead, zinc and other raw materials. For instance, the Naval Stores Producers are asked to contribute only one-twentieth of one per cent of their total domestic sales. Wholesale Distributors are asked to give twenty-five cents for each thousand dollars gross sales. Salesmen can become members of the National Association of Save The Surface Salesmen, by paying one dollar a year. Master Painters can acquire an interest in the campaign by investing a dollar a year, although they are privileged to make larger contributions if they wish. The object of getting all of these numerous factors to contribute to the campaign, is to arouse their interest in the work and to assure their wholehearted support of the movement.

There are many ways in which associations collect the money after it is assessed. Perhaps the most common method is to have a member turn over his assessment annually, quarterly or monthly to the treasurer of the organization. In some cases, the money is paid to a bonded trustee, who is pledged to secrecy as to the amounts coming from specific members. In other instances, it is paid directly to a bank. In at least two instances, with which we are familiar, the collections are handled by the advertising agency that has the account.

In his book, "Cooperative Advertising by Competitors," Hugh E. Agnew lays down three principles that should be followed by associations with respect to their financial undertakings. They are:

"The funds must be adequate for the undertaking.

"The length of time must be ample to make results possible.

"The end sought must be sufficiently important, both to the industry and to

the public, so that manufacturers can afford to appropriate money for its accomplishment."

These admonitions of Dr. Agnew are most important. It is vital that an association continue its promotion efforts long enough to assure results. Many of the associations that we have mentioned have provided funds to assure either a three-year or five-year campaign. This is a point that many cooperative groups overlook. They accumulate enough money to run a campaign for a few months, or for a year or two, and then, concluding that the job has been accomplished, they quit. There are cases, of course, where these short-lived campaigns have done some good, but generally speaking an association, just as an individual advertiser, must keep its publicity going over a number of years if it expects to get anywhere. Advertising may pay an association the first or second year that it is run, but as a rule, it does not begin to reap real results until it has been appearing for a number of years.

London and New York

[CONTINUED FROM PAGE 30]

Some of this prestige of London is probably due to habit. More of it is due to the fact that for centuries the headquarters of the King meant the headquarters for business concessions, and such is still the case.

But there are other reasons. Just as New York and its trading area offers the most congested consuming market in the States, so the trading area of London—and here I am limiting it to the stock fifty-mile radius—can make a business great if its trade never goes beyond that limit, for London spreads out in a solid mass for almost unbelievable miles.

While Manhattan Island is considerably larger than what is known as the "City," in London, yet London as it exists for all practical trading purposes could accommodate Manhattan Island without much inconvenience other than a disruption of its skyline.

WHERE New York has great rivers, bays and open marsh lands surrounding it, London has endless ranks of dwellings. Consequently London has consuming power that is *London*, that thinks itself London, calls itself London, and is not the approximations of Newark, Paterson, Elizabeth or any of the other surrounding but free and independent cities such as encircle a portion of New York.

Add to this the fact that London daily papers hold a position in the advertising operations of this country such as no other papers of any other considerable country hold and the comparison between New York and London becomes notable for its difference.

The important point for anyone in the States, or from the States, trying to visualize the British market, is to use New York and New England as a sort of measuring rod. The Briton will do well to reverse this plan, but in his case that is only a starting point.

In This Month's Magazines

America has turned the spotlight of approval upon a sincere publisher, a great state and brilliant commercial opportunity.

* * *

In the February *Century* Frederick Simpich writes about Texas. "The greatest economic growth, not only in the United States but in the world's history," is the way he describes this New Southwest.

* * *

In the February *American Magazine* George W. Gray tells the story of Texas' premier publishing institution, its president and its policies, under the title, *"Forty-two Pictures of David Crockett Help to Run The Dallas News."*

* * *

In the February *Bankers' Magazine* Texas (and its richest market, the Dallas area) are the subjects of another major article.

* * *

The Nation's Business, The Country Gentleman and *Lloyd's Magazine* swell the list of February numbers that feature Texas and Dallas.

* * *

The rise of this new American empire of wealth holds tremendous significance for those who sell and advertise.

Before the eyes of all the nation the star of the Greatest State ascends.

* * *

The News and The Journal are preferred by national advertisers in this field—The News overwhelmingly favored, The Journal gaining by leaps and bounds.

Use them in combination for greatest efficiency — save time, trouble, cost.

The Dallas Morning News
The Dallas Journal

An Optional Advertising Combination

WITH OUR COMPLIMENTS

The discussion of the cash discount on newspaper advertising aroused a great deal of interest. In fact letters were being received two months after the first editorial appeared in Advertising and Selling. A reprint embodying a review of opinions has been made. Copies will be sent without charge to all who request.

ADVERTISING AND SELLING

9 East 38th Street New York, N. Y.

Join my club of 200



In the systematic study of Advertising, Selling and Business Writing for the next twenty months.

I have combined several high-grade business courses in one broad treatment that aids the subscriber in qualifying for planning, preparing and managing both sales and advertising activities. The usual drudgery of correspondence courses has been reduced. The reading is of the live sort. Textbooks of college standard used. Loose-leaf Supplementary Helps. Texts are on major topics.

The coaching reflects the varied practice of the modern advertising agent and my experience of more than twenty-five years in sales-planning, advertising, writing and teaching. My present group of keen men and women are doing fine work. I can help others.

S. Roland Hall
Easton

119 Pierce Street
Pennsylvania



Your Consumer Campaign with Trade Publicity

for Sample Copies address:

KNIT GOODS PUBLISHING CORP
93 Worth Street New York City

Folded Edge Duckine and Fibre Signs
Cloth and Paraffine Signs
Lithographed Outdoor and Indoor Displays

THE JOHN IGELSTROEM COMPANY
Massillon, Ohio Good Salesmen Wanted



FREE Book on A SALES AID

Your salesmen should show skeptical prospects the testimonial letters and orders received from satisfied customers—they supply proof and get the orders. Don't leave testimonial letters lying idle in your files—give them to your men and increase sales through their use. *Send for a copy of booklet today.*

AJAX PHOTO-PRINT CO., 31 W. Adams Street, Chicago

Bakers Weekly A.B.C.-A.B.P.
New York City
NEW YORK OFFICE—45 West 45th St.
CHICAGO OFFICE—343 S. Dearborn St.
Maintaining a complete research laboratory and experimental bakery for determining the adaptability of products to the baking industry. Also a Research Merchandising Department, furnishing statistics and sales analysis data.

Pseudo Science and Advertising

[CONTINUED FROM PAGE 28]

and wiser, the goose talk reacts and confidence is lost.

Soap is soap—made of oils and soda. These ingredients are designed to cleanse, and not to cure. Some soap is pure and wholesome; some is not. The more perfume and medicaments it contains, the farther it gets from the true soap ideal of being pure and having for its function the cleansing of the human skin. When advertisers talk about ordinary toilet soap curing skin diseases, eczema, pimples, etc., are they not getting far afield—so far ahead of the poor doctors and skin specialists that the latter can only gasp at the simplicity of it?

The prima donna of them all is the alluring appeal to middle-aged women to "keep that schoolgirl complexion." *Sancta Simplicitas!* The fountain of youth was a remote possibility compared with the ease and trifling cost of the soapy road to youthful charm.

Undoubtedly, soap and water are an aid to personal appearance. Every small boy learns that lesson at some stage of his education. But a woman's complexion, the color and lustre of youth, have deeper roots than the absence of grime. They are physiological. Age, exercise, diet, fresh air, skin texture and climate are more potent factors—which the soap magicians are inclined to overlook.

Pure soap and clean water have an important part to play in the care of one's skin. And many people are ignorant about their proper use. Soap advertising can render a real service by informing the public. Skin specialists and medical authorities know all about it and have published books and pamphlets on the subject. That information is available and can be told in simple, practical form in soap advertising. In fact, one soap maker is doing it now.

IN the advertising of tooth paste, science has again been paraded as an expert witness. At one time as a chemist, in support of the acid theory of tooth decay and tooth protection; at another time as a physiologist, in explanation of saliva and its effect upon the teeth. Now, the acid theory is scientifically correct, I believe. It takes a mild acid to break up and remove the adhesive mucin plaque which seals fermenting food debris against the tooth surface, ultimately causing decay; but unfortunately, dental authorities tell me, saliva and other mouth secretions are alkaline in character and immediately neutralize the acid in tooth paste unless it is initially so strong as to injure both tissue and enamel. The mild acid in the paste gets no chance to operate on the mucin plaque before it is neutralized in the mouth by these secretions.

A widely-advertised tooth paste bases its therapeutic claims upon the removal of "film," and now we learn from authorities like Messrs. McCollum and Simmonds of Johns Hopkins University, as reported in a recent publication, that film on the teeth is Nature's protective covering and should not be removed. These inconvenient professors!

PSEUDO science always makes the mistake of not having its test conditions reliable. It treats the oral cavity, for instance, like a test tube—a test tube with a hole in the bottom through which the contents are continually draining while a variety of fluids are pouring in through the top, to say nothing about a conglomerate mass of stuff being dumped into it three or more times a day. Chemical reactions under such conditions are certainly not scientific.

After all, is science not a dangerous jade for advertising to flirt with? If there is to be a union between them, should it not be lawful wedlock, so that the offspring can be supported by both parents? Science is such a relentless enemy of half truths. It works so hard and so long before it talks; and advertising wants so much to *say* things.

Unless science can be invoked in a thorough and non-partisan manner, should advertising, to serve its best interests, use it at all?

In 1919 the evil became so bad in the tooth paste field that a group of medical and biochemical experts formed an investigating committee and carefully analyzed various tooth pastes in the light of their advertised claims. The report made by this committee was damaging, indeed. It was published in the *Journal of Dental Research* under the title of "'Highfalutin' Dupery," in December, 1919. Most claims tested were found to be unsound, and in some cases very injurious. The scientific evidence offered by the advertising was laughed to scorn; it was a travesty of science.

There is another aspect of this matter which perhaps should be mentioned in a discussion like this, and that is, aside from any misuse of science, should the tooth paste advertiser not take broader ground in his advertising than just advocating his product? Should he not take some interest in preserving and improving teeth? Brushing with tooth paste is desirable, but it is only a minor part of the problem we all face of having and keeping our teeth sound. Feeding the tissues is far more important.

Most important of all is the diet of the expectant mother. During the months in which the unborn child is being carried, the future of its teeth is being settled. If adequate phosphorous and calcium (lime) are being supplied by the mother, strong and vigorous bone and tooth structure will be built up. How important that mothers be told this simple fact! Who has a better right to do so than the denti-

frice advertiser, and how could he build up for himself a more solid good will than by rendering that service in his advertising? In talking about the value of brushing the teeth every day and of using a dentifrice like his own, he should remind his readers that surface treatment can never take the place of the physiological factors.

This would prove good business in the long run. It might even serve to protect the future market for tooth paste and tooth brushes. There is already some reaction against brushing the teeth. One dental authority thinks it does more harm than good. With teeth and gums in as unsound a condition as they are in most mouths, brushing them with bacteria-saturated bristles may inject more bugs into pockets and crevices than are removed with the brush. In other words, a sound mouth is needed, and dentifrice advertisers, in their own interest, should do their bit for well-nurtured teeth.

There is another side to this question.

WE advertising men must be practical as well as truthful. Advertising will not pay unless it is directed at the grade of intelligence of the reading public. To tell the naked truth might make no appeal. It may be necessary to fool people for their own good. Doctors, and even preachers, know that and practise it. Average intelligence is surprisingly low. It is so much more effectively guided by its subconscious impulses and instincts than by its reason.

The copywriter is thus up against a real problem in finding a meritorious appeal which will arouse interest and win acceptance. In an age as scientific in its temper as this, scientific or quasi-scientific evidence appeals to all classes. People like to think that they have scientific reasons for what they do.

To some extent, advertising may be of service to the consumer along pseudo-scientific lines, by inducing him to use a product which is meritorious, but the less there is of this kind of appeal, the better for advertising and the confidence it inspires.

To Extend Institutional Campaign

At its recent meeting in Atlantic City the Lithographers National Association approved officially the plan to extend on a greatly enlarged scale its cooperative campaign to advertise lithography. It was decided that a plan shall be worked out whereby the necessary funds will be obtained by personal solicitation among the members of the association, but that nonmembers will also be invited to join in the work inasmuch as they will likewise benefit from the results. Several have already expressed their desire to contribute, and it is expected that many others will do so.

C. K. Monro, of the Monro & Harford Company, is chairman of the association's advertising committee, on which he is associated with H. H. Platt of Sackett & Wilhelms Corporation, Col. William Ottman of the U. S. Printing & Lithograph Company, and Carl R. Schmidt of the Schmidt Lithograph Company.

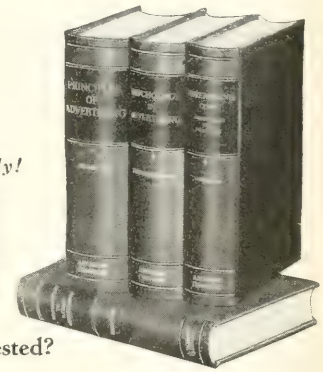
DISPLAY advertising forms of Advertising and Selling close 12 days preceding the date of issue.

Classified advertising forms are held open until the Saturday before the publication date.

Thus, space reservations and copy for display advertisements to appear in the March 9 issue must reach us not later than Feb. 26. Classified advertisements will be accepted up to Saturday, March 5.

The Whole World Is Your Market

—if you know how to advertise successfully!



ANALYZE the success of leading American concerns. What one thing has boosted their sales so tremendously—and built up their profits on so remarkable a scale? Of course, you agree that right merchandising did it, and that this market-wide acceptance of their advertised products was the logical result of *advertising that paid*. Today, Wrigley's gum, Ivory soap, Eastman Kodaks, have won world-wide reputations. Right advertising "put them over" in the far-flung markets of the world.

In What Are You Most Interested?

National, Retail, Mail Advertising; Copy, Color, Size?—You will find all the facts you need in this surprising desk-partner.

AS you turn over the pages of this *Advertisers' Encyclopedia* you will find *right* ways of advertising—how to gage the size and power of your market; actual percentages of gross income to spend on publicity. Sales appeals, the advertising problems of investment houses, manufacturing concerns, wholesale houses, chain stores, department stores—all are fully analyzed and made clear.

Layouts, type faces, language, the factors in belief and conviction—the facts you need to understand the "salesology" of human nature—are plainly shown. Special sections tell how to select mediums, plan campaigns, write copy that sells—copy for magazines, newspapers; mail sales; billboards, trade, and class publications.

With advertising strategy such as this, by such men as Starch, Herrold, Poffenberger, and Brewster, you don't need to try costly experiments. They *have been made*. 2484 pages. 332 tables. 335 successful advertisements analyzed.

Keep this Encyclopedia within reach. You will find it a real guide to more business. Examine it—FREE!

A. W. Shaw Company
Cass, Huron and Erie Streets, CHICAGO

Examine this Encyclopedia—FREE!

A. W. SHAW COMPANY,
Cass, Huron and Erie Streets, CHICAGO

Please send me for five days' *free* examination the new four-volume *Advertisers' Encyclopedia*, buckram binding, gold stamped. I'll look over these volumes and if entirely satisfied, within five days after their receipt, I'll send you $3, plus a few cents for postage and packing, and $5 a month for four months, $23 in all. Otherwise I'll return the books and that will end the matter. AS2?

Name .....

Street and No. .....

City and State .....

(Canada and Foreign, 10% additional; Foreign, cash with order.)

The STANDARD ADVERTISING REGISTER

Gives You This Service:

1. The Standard Advertising Register listing 7,500 national advertisers.
2. The Monthly Supplements which keep it up to date.
3. The Agency Lists. Names of 1500 advertising agencies, their personnel and accounts of 600 leading agencies.
4. The Geographical Index. National advertisers arranged by cities and states.
5. Special Bulletins. Latest campaign news, etc.
6. Service Bureau. Other information by mail and telegraph.

Write or Phone

National Register Publishing Co. Inc.
R. W. Ferrel, Mgr.
15 Moore St. New York City
Tel. Bowling Green 7966

14%

more paid advertising

this February than last—chiefly through voluntary increases by old advertisers.

ORAL HYGIENE
Every dentist every month
1116 Wolfendale Street, N. S.
PITTSBURGH, PA.

CHICAGO: W. B. Conant, Peoples Gas Bldg., Harrison 8448.
NEW YORK: Stuart M. Stanley, 62 West 45th St., Vanderbilt 3758.
ST. LOUIS: A. D. McKinney, Syndicate Trust Bldg., Olive 43.
SAN FRANCISCO: Roger A. Johnstone, 155 Montgomery St., Kearny 8086.

When the Order Isn't Breaking

[CONTINUED FROM PAGE 32]

are human. But it takes only the proverbial straw to break the camel's back. The men keep plugging because this company employs only salesmen of that type, but an exceptional run of hard luck, topped by a bawling out from a headquarters which is far behind the lines is enough to arouse resentment and kill initiative in nearly anyone with normal intelligence and sensibilities. On the other hand, a word of encouragement at such a time may have effects that are priceless.

Take Smith's case again, for instance. A week before the day of his seven orders one of his large accounts had gone over to a competitor, lock, stock and barrel. The reason for the change might easily be traced to the recent marriage of the daughter of the customer's third vice-president to the nephew of the competitor's chairman of the board. That was tough on Smith, but it would require quite a stretch of the imagination to connect him in any way with the transaction. Nevertheless, the sales manager saw fit to mention the defunct account in a tone of voice which was not particularly pleasant one rainy morning when Smith had forgotten his umbrella. He mentioned also that it had been more than a month since Smith had turned in anything calculated to make up in any degree for this loss. He conveniently forgot for the moment that Smith had set a new sales record for the previous year and that his record over a period of five years excelled the combined records of any other two men on the force. He forgot, in fact, a number of things which Smith recalled quite vividly when he had calmed down sufficiently to recall anything.

THEN came Smith's big day. He made seven calls. He had made those same calls before. In fact, he had made them so often that he knew several of the information girls by their first names and could have found his way blindfolded to the offices of the purchasing agents. Yet on this particular day five of those orders broke. And Smith, being an exceptionally level-headed fellow, realized right then the fact that his chief quite overlooked; that the whole thing was merely a large sized coincidence. The breaking of most of those orders was the consummation of months of the hardest sort of work beside which the actual taking of the order was the easiest kind of play. In short, Smith's biggest day of business had been his easiest day of work and certainly the least discouraging. And that was the day when the management, as is the nature of managements, saw fit to break into hallelujahs.

There are very few products which require one particular standardized temperament in their salesmen, so nearly all sales forces contain men of many types. All of the salesmen of the company we are discussing were not of the caliber of Smith—which is probably one of the reasons why Smith held all existing sales records. There was Dugan, for instance, who had the Chicago territory. Dugan was a hard



Instead of paying 1½ cents for each two-ounce piece of literature you address to Cleveland folk, why not employ Shopping News carrier system to deliver them direct to the addressees? Accurate, speedy and a lot less costly. Moreover, your messages will be delivered *when* you specify —and to just as many or just as few persons in Greater Cleveland as you have names and addresses for. The cost will not exceed $10 per thousand.

SHOPPING NEWS
5309 Hamilton Ave.
CLEVELAND

BAKERS' HELPER CHICAGO
A.B.P. and A.B.C. Published Twice-a-month

Bakers' Helper has been of practical service to bakery owners for nearly 40 years. Over 75% of its readers renew their subscriptions by mail.

New York Office 17 E. 42nd St.
431 S. DEARBORN ST., CHICAGO, ILL.

Jewish Daily Forward, New York

Jewish Daily Forward is the world's largest Jewish daily. A.B.C. circulation equal to combined total circulation of all Jewish newspapers published. A leader in every Jewish community throughout the United States. A Home paper of distinction. A result producer of undisputed merit. Carries the largest volume of local and national advertising. Renders effective merchandising service. Rates on request.

worker, too; he had to be. But every so often it was necessary to administer a well placed boot to a certain section of his anatomy in order to get the best results. The sales manager knew this and he did not believe in coddling. Over a period of time it worked out so that Dugan could foretell almost to the hour when this treatment was to be expected.

But again the chief was at least partly wrong. He had sized up his man correctly enough, but he underrated the discouraging effect of these outbursts during the lean times. If Dugan had ever brought in five orders simultaneously and received Smith's ovation, he would have had a rush of fat to the head that would have made him a total loss in less than a month. There could be no doubt that Dugan needed the boot occasionally, but it should be applied mainly as a means of keeping him to earth when too much success threatened to turn his head. To bully him indiscriminately during the slack weeks of plugging could not but have the same effect as the bullying of Smith who needed no such treatment at any time. Here were two different temperaments, and the sales manager treated them differently to some extent. But Dugan was more understandable than Smith, and the Dugan treatment was allowed more or less to dominate the home relations with the entire force.

There is another fundamental fact that was rarely taken into consideration in this particular company, as it that was rarely taken into consideraelsewhere. That is, that salesmen—real high-caliber salesmen who are more than mere drummers or peddlers—are men of character and intelligence. If they are fairly remunerated for their efforts, fairly treated by their employers, and thoroughly sold on their product, an order means even more to them than it does to the company. It represents the fruit of a sustained, many-sided personal effort, and the triumph of it is more than merely financial. Many of them know quite as much about the business as their chief, and a few of them know more. Such men are comparatively rare, of course, and fortunate indeed is the company that has one or more of them. And more fortunate still is the company which has a sales manager who can recognize such men for what they are and assume toward them the attitude of sympathetic ally rather than hard-boiled boss.

Convention Calendar

FEBRUARY 26-28—Eleventh District Convention of the International Advertising Association, Greeley, Colo.

March 10-12—Mid-Year Conference of the Financial Advertiser Association, New Orleans, La.

MAY 9-11—Semi-Annual Convention of the Association of National Advertisers, Detroit, Mich.

JUNE 26-30—International Advertising Association, Denver, Colo.

OCTOBER 19-21—Direct Mail Advertising Association, Chicago.

As advertised in the BOOT and SHOE RECORDER BOSTON

The Johnson, Stephens & Shinkle Shoe Co., St. Louis, is an outstanding success as makers of fine novelty shoes. Its annual business growth is paralleled by advertising to merchants in the Boot and Shoe Recorder.

A. B. P
A. B. C.



Chicago New York Philadelphia BOSTON Rochester Cincinnati St. Louis

TESTIMONIALS

Speaking of testimonials, here's one we appreciate: *"I don't see how you do it. Our photostats are back almost before we realize the letters have been turned over to you.* **Real service."**

Let us prove that for you. You want photostats when you want 'em. We get them to you.

Commerce Photo-Print Corporation
80 Maiden Lane New York City

American Lumberman
Published in CHICAGO
Member A. B. C.
READ wherever Lumber is cut or sold.

HOTEL EMPIRE
New York's newest and most beautifully furnished hotel—accomodating 1034 guests
Broadway at 63rd Street.
ROOM WITH PRIVATE TOILET $2.50
ROOM WITH PRIVATE BATH $3.50



Rate for advertisements inserted in this department is 36 cents a line—6 pt. type. Minimum charge $1.80. Forms close Saturday noon before date of issue.

Multigraphing

Quality and Quantity Multigraphing, Addressing, Filling In, Folding, Etc.

DEHAAN CIRCULAR LETTER CO., INC.
120 W. 42nd St., New York City
Telephone Wis. 5483

FOR **SERVICE** Telephone Barclay 3355
Multigraphing
Mimeographing
Addressing
BUREAU
19 Park Place, New York City
JOHN F. FITZPATRICK, Proprietor

Press Clippings

BUFFALO CLIPPING BUREAUS
offer reliable National or regional newspaper reading service. Branch Bureaus Everywhere. General offices, One Terrace, Buffalo, N. Y.

Position Wanted

EXECUTIVE, ACCOUNTANT, OFFICE MANAGER

Of character, ability and integrity; broad-visioned and energetic; versed in the theory and experienced in the practice of corporate and inter-corporate accounting, office management, and thereby well equipped to assume responsibility. Magazine or book publishing business preferred. Box 449, Advertising and Selling, 9 E. 38th St., New York City.

ADVERTISING COPY

A meritorious opportunity to capitalize on an advertising campaign! Backed by sixteen years' advertising and sales experience, I am starting a zig-zag automobile tour of the United States and will consider handling an advertising proposition entour. What have you to offer? If your business isn't worth advertising, advertise it for sale. Box No. 447, Advertising & Selling, 9 East 38th St., New York City.

DIRECT MAIL EXECUTIVE

Seasoned experience in direct mail problems fits me, nicely, to the position of executive in complete charge of direct mail operations. I know engraving, photography, typography, paper and printing; as an organizer or systematizer I have made my mark. I'm young enough to be flexible in thought and action. Married. Available March 1st, 1927. Address Box 451, Advertising and Selling, 9 East 38th St., New York City.

ADVERTISING ASSISTANT

My nine years' experience with agency, publisher, and advertising department, backed up by a college education and courses in advertising, has fitted me to assist busy executive. Thoroughly familiar with buying of engravings, electrotypes, lithography, paper and printing. Also copyrighting and layouts. Familiar with advertising department routine. Age 28. Christian. Address Box 450, Advertising and Selling, 9 East 38th St., New York City.

Advertising Illustrator and Cartoonist. Young man, would like position with advertising firm, magazine, newspaper, or any place where they can use a talented man. Prefer East. Address Box 445, Advertising and Selling, 9 East 38th St., New York City.

Position Wanted

Woman with experience as Editor of house publication making an appeal to women, wishes position as Editor of house-organ or sales publication. National reputation as writer for women's magazines. Especially qualified on subjects allied with housekeeping, interior decoration and home economics. Will work in own suburban studio or in a New York office. Address Box 446, Advertising & Selling, 9 East 38th St., New York City.

SALES executive who has successfully organized and trained numerous selling forces desires congenial, permanent connection; thoroughly experienced in high grade specialty selling using the one-call method, merchandising and advertising; age 36, Christian, married; bank, character and business references. W. S., care McKenna-Muller, 44 Court St., Brooklyn, N. Y.

Our attention has been called to a man with a rather broad and varied experience as organizer, sales manager and business executive. He has a pleasing personality and the ability and qualifications required for a worth-while executive position. He could jump into a sales manager's or general manager's job and do well with it or he would make a fine assistant for a busy man who wants an understudy of big enough calibre to act for him. This man wants a job with plenty of responsibility and real authority that will enable him to get results. His services will be available in April. For full particulars about him, write to De Rouville Advertising Agency, 452 Broadway, Albany, N. Y.

Advertising Solicitor—Young woman desires connection with publication or advertising agency in New York City. Several years' experience. Pleasant personality, energetic, result producer. Further details can be given in an interview. Box 452, Advertising and Selling, 9 East 38th St., New York City.

Publishers' Representative

CALIFORNIA REPRESENTATION

Trade and business paper publishers desiring complete advertising and editorial service in San Francisco and vicinity may arrange personal interview by addressing Box 439, Advertising and Selling, 9 East 38th St., New York City.

NEW YORK AND THE EAST

Publishers' representative with established New York office for seven years now ready and free to take on another publication. Box 448, Advertising & Selling, 9 E. 38th St., New York City.

Advertising Service

PUT THIS ADVERTISING MAN WITH proven record on your payroll for just $1.25 a day. Will write your sales letters, booklets, advertisements, suggest new ideas, put a new sales vigor into your advertising copy. Write for details unusual limited offer. Box 882, Poughkeepsie, N. Y.

I WRITE JINGLES that put pep into ads: exclusive stuff; $1 each; six for $5. Samples on receipt of data; No pay if not available. H. M Caldwell, 399 Carondelet, New Orleans.

Scripps-Howard Buys *New York Telegram*

WITH its purchase of the *New York Telegram*, as announced in the newspapers of Feb. 12, the Scripps-Howard organization invades for the first time the metropolitan area and forges another important link in its coast-to-coast chain of daily newspapers. The *Telegram* makes the twenty-sixth of the Scripps-Howard units.

The formation and growth of this great chain of dailies makes a story of far-sighted journalistic achievement unique in the history of the press. Starting some fifty years ago with an idea and little capital, E. W. Scripps formed the nucleus of the present organization with a single paper, the *Cleveland Press*. Gradual expansion brought into being the Scripps-McRae League, forerunner of the present organization.

Roy W. Howard, now chairman of the board of Scripps-Howard, came up through the ranks of the old organization in the steps of a career that reads like a romance by Horatio Alger, Jr. Starting as a newsboy in Indianapolis, Mr. Howard soon went into reportorial work and thence up through the editorial departments of several papers in a number of mid-western cities. In 1906 he came to New York as correspondent for the Scripps-McRae League and the same year became New York manager of the Publishers' Press Association. When the United Press came into being not long after this, he took an active part in its formation, becoming its president and general manager in 1912 after it had absorbed the Publishers' Press Association. This position he held until 1919 when he resigned to become business director of the Scripps-McRae League, which shortly thereafter became the Scripps-Howard organization.

The *New York Telegram* boasts a record quite as substantial if less spectacular. Founded in 1867 by James Gordon Bennett as an unofficial evening edition of the *New York Herald*, it continued a more or less steady and uneventful career until 1920, when it was purchased from the Bennett estate by the late Frank Munsey. Four years later the famous Munsey policy of consolidation brought into his fold the old *Evening Mail*, which was consolidated with the *Telegram*, the two being published thenceforth as a unit under the name of the *New York Telegram and Evening Mail*, which title was shortly simplified to the name which the paper enjoys today. Its relation with the *Herald* was definitely severed at that time, when Mr. Munsey sold the latter to the *New York Tribune*.

Under the terms of Mr. Munsey's will, the *Telegram* passed at his death together with considerable other property to the Metropolitan Museum of Art, from which organization William T. Dewart, owner of *The Sun*, purchased it last September and continued its publication until its purchase by Scripps-Howard.

An interesting feature of the recent transaction is the announcement by Mr. Dewart that the paper was not

sold to the highest bidder, but that Mr. Howard's organization was favored for reasons affecting the immediate future of the paper. There will be little change in editorial or advertising policy under the new ownership, according to Mr. Howard. A plan for stock ownership by employees, such as prevails in the other units of the Scripps-Howard chain, will be put into effect on the *Telegram* as soon as practical, and the present staff will be taken over en masse. Believing that, with a circulation of approximately 200,000 the paper is pretty well established as it is, the status quo will be retained for the present, new features being added as the occasion will seem to warrant.

The one important change announced will be the discontinuance of the *Telegram's* Associated Press membership. All the other members of the chain use the United Press, Mr. Howard's old organization, and this policy will be extended to include the new unit. A compromise measure was offered the A. P. but this was declined, so the affiliation was severed within a few days of the new ownership's advent.

Harn and Thomson Honored at Luncheon

O. C. HARN, newly-elected managing director of the Audit Bureau of Circulations, and Philip L. Thomson, publicity manager of the Western Electric Co. and successor to Mr. Harn as A. B. C. president, were the guests of honor at a complimentary luncheon given by the New York Advertising Club at the Hotel Astor on Feb. 17.

The occasion was notable as one of the most whole-hearted and spontaneous tributes ever paid an advertising man by his contemporaries. Everything was done to make the affair a memorable one, and the climax was reached with the presentation of a platinum watch to Mr. Harn as a gift from one thousand friends in appreciation of his untiring energy and clear-sighted initiative in the cause of advertising. Short addresses were delivered by Hector Fuller, publicity director, American Car & Foundry Co.; James O'Shaughnessy, executive secretary, American Association of Advertising Agencies; G. Lynn Sumner, president, G. Lynn Sumner Co.; S. E. Conybeare, president, Association of National Advertisers; Edward J. Cornish, president, National Lead Co.; William H. Johns, president, George Batten Co., and Gilbert T. Hodges, executive staff, Munsey Publications. Mr. Thomson and Mr. Harn each spoke a few words of appreciation. Richard H. Waldo, advertising manager of Wanamaker's, acted as toastmaster.

To Mr. Harn, this affair came as the culmination of a long series of well-earned honors, which included his recent appointment by the A. B. C. and his receipt of the gold medal Harvard Award for distinguished personal service to advertising. His long and eventful career wherein were sowed the seeds which here brought forth their crop of public recognition is dealt with in another part of this issue.

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In the heart of America the big parade of progress is only beginning

Here prosperity is at home

WHEN business is only fair throughout the nation, it is good in Zone 7. When business is good throughout the nation, here it is exceptionally good. That's because Zone 7's wealth is not boomed wealth. Adverse conditions elsewhere can't rock Zone 7's boat. With such well-balanced prosperity further enrichment is certain.

During the last ten years The Tribune, in serving this great trading zone, has more than doubled its circulation and advertising volume.

Tribune advertisers who shattered sales records last year are going into 1927 with the conviction that even greater things are ahead. Right here at home is the wealthiest of all America's great trading zones. During 1926 its net income was more than eight BILLION dollars.

These billions are being spent now! More billions will be earned during 1927. They, too, will be turned into sales. Whether or not you get your share depends on how you go after it!

The Tribune offers an opportunity to sway purchasers in the 1,200,000 families who earn the major part of Zone 7's eight billion dollar net income. It provides far greater coverage of the City of Chicago than any other newspaper, plus a reading by 60% of the families in 1,151 prosperous cities and towns in Zone 7.

Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

zone 

7

Zone 7's net income is Eight BILLION.

1926 found prosperity concentrated here!

1927 IS BOUND TO BE GOOD!

THIS will be a prosperous year in the Chicago Territory because its wealth is founded solidly in the definite prosperity of its people, the products of its soil and factories, the wages of its well-paid labor, indisputable prosperity demonstrated by its bank and savings deposits. Conservative analysis points to a figure in excess of *eight billion dollars* as the net income of the Chicago Territory for 1926—in wages, in crops, in the sale of raw and manufactured products.

WAGES, SALARIES, BONUSES AND COMMISSIONS PAID, CONSERVATIVELY ESTIMATED AS..... .....$3,000,000,000

DIVIDENDS PAID TO STOCKHOLDERS $750,000,000

CROPS—CORN, WHEAT, OATS AND OTHER FARM PRODUCTS $1,500,000,000

MANUFACTURED PRODUCTS.... .....$25,000,000,000

AUTOMOBILES—ZONE 7 SPENT ON CARS $750,000,000

BUILDING CONSTRUCTION..... .....$1,500,000,000

BANKS—BANK CLEARINGS FOR CHICAGO ALONE..... .....$35,068,000,000

PROFITS—TO CORPORATIONS IN ILLINOIS, INDIANA, IOWA, MICHIGAN AND WISCONSIN.. .....$2,000,000,000

Full Speed ahead in 1927!



Should a Newspaper "Bob Its Hair?"

PEOPLE generally have moved along fairly well in their ideas from the days when "the boys" greeted each other with "how's your corporosity sagaciating," through "don't take in any rubber nickels" to "applesauce," "so's your old man" and "be yourself."

¶

Apparently the world is broadcasting change so rapidly that to tune in on today's melange of fad, twenty-four hours of daily effort are quite insufficient.

¶

Newspaper publishers are looking at this blah of Babbittry and wondering whether they too shall become inoculated with the virus of modern flapdoodle—whether they shall "right about" from traditional and accepted standards of journalism and produce merchandise that appeals only to people who think in giblets. They are wondering if legs shall take precedence over literature or nudes over news in order to produce sizeable circulation (assets?) by which the space buyer may become impressed.

¶

The Detroit Free Press expects to stick to the "last" it has been whacking away at for ninety-six years. Today it is numbered among the few great newspapers of America, not alone through its influence in a great market, but in its position as a highly successful commercial institution paying dividends to the people who own it by virtue of giving service to the people who read it.

¶

It is qualified by reputation, by experience, by actual performance and by its coverage of better than one out of every two of the 538,828 homes in this Detroit-Michigan market, to make an agate line of advertising worth just a little more than the advertiser pays for it.

The Detroit Free Press

VERREE & CONKLIN, Inc.
National *Representatives*

New York Chicago Detroit San Francisco



It Keeps Its Executives on Their Toes

FEW industries compel their executives to keep so closely, constantly and unfailingly in touch with every new development as does the Oil Industry. Intensive study of the latest news is imperative to sound management.

To meet the reading demands of Oil Industry executives, *National Petroleum News* maintains the largest staff of editors in oil publishing and sees to it that these men go in person to the places where news is breaking to get the exact facts and pertinent photographs at first hand. In every issue there are stories sent in by telegraph.

The result is a paper that is *first in reader-interest*, as well as *first in circulation*, and *first in dollar-volume of advertising*. Sample copy for easy-chair inspection gladly mailed to your home on request.

Edited from
World Building
TULSA, OKLA.
360 North Michigan Ave.
CHICAGO
342 Madison Ave.
NEW YORK
608 West Building
HOUSTON, TEXAS
628 Petroleum Securities Building
LOS ANGELES, CALIF.

Published from
812 Huron Road
CLEVELAND

Member: A. B. C., A. B. P.

NATIONAL PETROLEUM NEWS

Advertising & Selling

PUBLISHED FORTNIGHTLY

Public Libra
Kansas C



Copyright, Singer Sewing Machine Co. Painted by W. G. Ratterman.

MARCH 9, 1927 15 CENTS A COPY

In this issue:

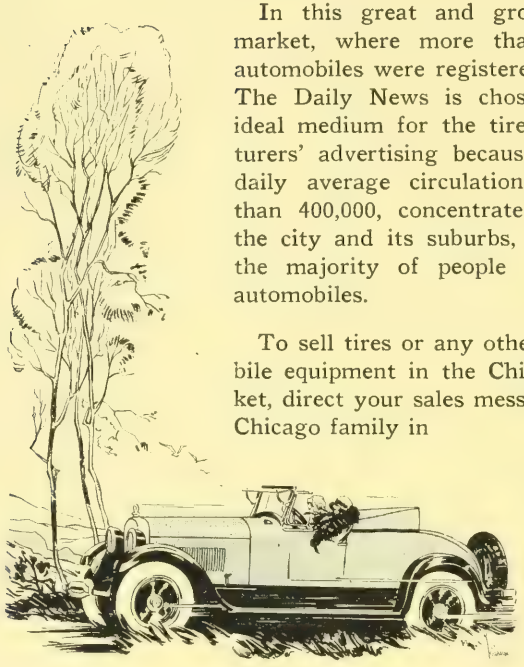
"Sales Promotion Hints for the Declining Product" By Ray Giles; "Is the Radio Industry Committing Suicide?" By E. H. Felix; "An Inquiry Into Combination Newspaper Rates" By C. A. Bates; "A Bird's Eye View of the Small-Tool Market" By J. A. Murphy; "The News Digest" on Page 52

FIRST in Tire Manufacturers' Advertising

AUTOMOBILE tire manufacturers place more advertising in The Daily News than in any other Chicago paper. In 1926 they placed 44,742 agate lines of display advertising in The Daily News, which was 38% more than the next daily paper carried and 19% more than the total carried by the highest seven-day paper.

In this great and growing tire market, where more than 368,000 automobiles were registered in 1926, The Daily News is chosen as the ideal medium for the tire manufacturers' advertising because with its daily average circulation of more than 400,000, concentrated 94% in the city and its suburbs, it reaches the majority of people who have automobiles.

To sell tires or any other automobile equipment in the Chicago market, direct your sales message to the Chicago family in



THE CHICAGO DAILY NEWS

FIRST IN CHICAGO

Member of The 100,000 Group of American Cities

Advertising Representatives:	NEW YORK J. B. Woodward 110 E. 42d St.	CHICAGO Woodward & Kelly 360 N. Michigan Ave.	DETROIT Woodward & Kelly Fine Arts Building	SAN FRANCISCO C. Geo. Krogness 253 First National Bank Bldg.

Average Daily Net Paid Circulation for January, 1927, 446,941

Published every other Wednesday by Advertising Fortnightly, Inc., 9 East 38th St., New York, N. Y. Subscription price $3.00 per year. Volume 8. No. 10. Entered as second class matter May 7, 1923, at Post Office at New York under Act of March 3, 1879.

Not *for just an* Hour
Not *for just a* Day

But automatic, never-failing radio power that gets the most from your set—

ALWAYS



YES, ALWAYS! . . . . rich radio "A" power that is *continuous* . . . that flows never-failingly from light socket to set . . . that never requires extravagant cost nor bothersome attention . . . . that improves for all time the tone quality of your reception!

Unipower will bring just that kind of "A" power to *your* set, in less than 3 minutes! Hook two wires to the set, plug in on the light socket and Unipower is connected. Three simple motions in as many minutes! Yet the results are immediate and permanent:

Your reception is no longer subject to failure of run-down, worn-out "A" batteries . . . you need never again be without the use of your set for days—even hours at a time . . . for you the deadly, periodic cost of "A" battery recharge, or renewal, is completely eliminated . . . and obviously, with exactly the right "A" power, in exactly the amount required, your set will produce the maximum results expected of it.

Expertly designed—economically operated

Yet Unipower is not expensive—its first cost is practically the last. A slight monthly addition to the electric light bill gives you this never-failing power with its finer, clearer results.

Unipower is a miniature power plant, carefully designed to furnish radio "A" power from the light socket. Incorporated in it is the trickle charge principle, which changes electric light current into satisfactory radio power.

In addition, however, it contains the extra, rapid charge, rate so necessary to keep your set at full power always—even under unusual conditions caused by overwork or neglect.

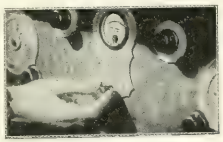
Time and performance have proven Unipower totally fool-proof. It is constructed without breakable parts or tubes—it cannot fail. Radio engineers and manufacturers everywhere gladly endorse it—heartily recommend it.

Unipower, radio's pioneer "A" power unit, was designed by the same experts who, for 30 years, have been responsible for the renowned quality of all Gould products.

Your dealer will show you Unipower. Have him demonstrate it for you. Or, we shall gladly mail you, free, complete descriptions. Start today to experience the relief of unfaltering power—of undisturbed reception. The Gould Storage Battery Company, Inc., 250 Park Ave., New York.

Unipower is especially recommended for these sets

Atwater-Kent	Freed	Radola
All-American	Ferguson	Stromberg-Carlson
American Bosch	Freed-Eisemann	Splitdorf
Brunswick Radiola	Globe	Stewart-Warner
Crosley	Howard	Thompson
Erla	Kellogg	Victor Radiola
Fada	Kodel	Zenith Sa
	Pfanstiehl	



Unipower supplies rich, unfailing "A" power and controls "B" power automatically—at the click of a switch. It contains a Balkite charging unit of Gould design.

Automatic "A" Power —that cannot Fail

Unipower
A GOULD PRODUCT

One of a series of advertisements prepared for the Gould Storage Battery Co., Inc.

Facts need never be dull

THIS agency was one of the first to adopt the policy of "Facts first —then Advertising." And it has earned an unusual reputation for sound work.

Yet this organization does not, nor has it ever, confused "soundness" with "dullness." It accepts the challenge that successful advertising must compete in interest, not only with other advertising, but with the absorbing reading matter which fills our present-day publications.

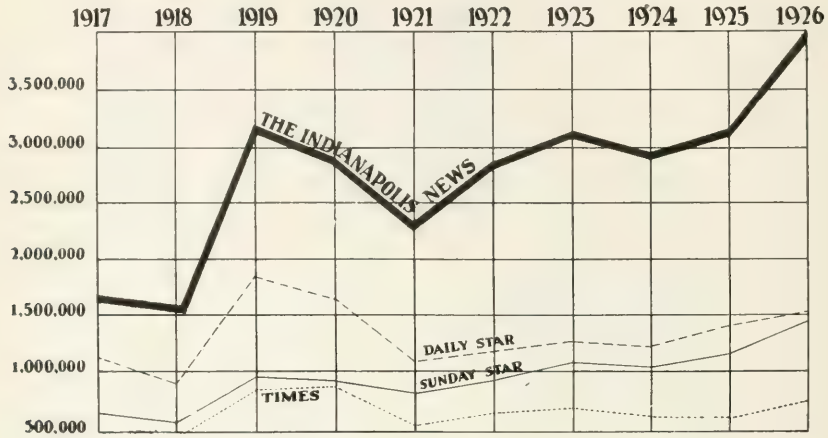
We shall be glad to send interested executives several notable examples of advertising that has lifted difficult subjects out of the welter of mediocrity.

JOSEPH RICHARDS COMPANY, INC.
255 Park Avenue, New York City

JOSEPH RICHARDS COMPANY

FACTS FIRST - - - THEN ADVERTISING

Not just a chart. . . . .
A *picture* of the combined judgment of national advertisers *for ten years,* on one of America's outstanding newspapers



The figures from which the chart was drawn are not ours. We simply record them.

They are a picture of a vast and growing good will, a picture of the combined judgment of national advertisers.

What we think or say of The Indianapolis News is relatively unimportant. What national advertisers think of it is tremendously important. Their judgment is expressed in dollars invested—and profits returned.

To have come from a national advertising volume of a million and a half lines a year, ten years ago, to the third largest national volume in America for a six-day newspaper, is proof and to spare of the supremacy of this medium in its field and in the national company of great newspapers.

Such unanimity of judgment by national advertisers is eloquent testimony of the unsurpassed value of News space.

THE INDIANAPOLIS NEWS

New York, DAN A. CARROLL
110 East 42nd Street

FRANK T. CARROLL, *Advertising Director*

Chicago, J. E. LUTZ
The Tower Building

Everybody's Business

By Floyd W. Parsons

THE greatest force sustaining business today is the spirit of caution that has pervaded practically every field of activity in the United States during the last three or four years. Never before have we had such an organized system of distributing the current facts and figures of industry and commerce. Never before have our corporation executives been so fearful of the recurring business cycle. At no time in the past have our leaders of finance had so many irons in the fire, making it necessary for them to do everything possible to keep the average level of security prices free of wide fluctuations.



© Herbert Photos., Inc.

Can we hope to see this situation continue? Will we be able to keep control of the actions of those who are always inclined to enter into speculative excesses? Herbert Hoover believes we have entered such a new day in practices that the future cannot be measured by the yardsticks of the past. Truly the facts are mystifying when one tries to interpret their meaning.

While population has increased eight per cent, the acreage of farm land has decreased three per cent. We have eight per cent less cattle, ten per cent fewer cows and thirteen per cent less hogs than we had seven years ago. Notwithstanding this, and many other equally astonishing developments, prosperity is persistent and the use of luxuries has become almost universal. Poverty was never so nearly eliminated. Workmen ride to work in their own automobiles and labor-saving devices have cut manual effort to a fraction of what it was. Great leaders like Judge Gary and George F. Baker, who have passed the fourscore mark in years, have not hesitated to distribute stock dividends totaling hundreds of millions of dollars. One company selling only five and ten-cent articles has given its stockholders $165,000,000. Certainly our big men must be sure of the future.

Searching for an answer we are told that the Federal Reserve Act, enacted thirteen years ago, is the most important piece of legislation in the world. It keeps us solidly on a gold standard and eliminates the possibility of worthless paper money such as gave us the phrase, "Not worth a Continental," during our War for Independence. Gone forever are "Black Fridays," and other panics resulting from frenzied speculation and unsound finance.

But money panics are not everything. There is no convincing evidence that we are finished with business crises. Not all of the weaknesses of human nature are amenable to legislation. New and unproved economic plans continue to appear. One example is installment buying. The Federal Reserve Bank Act was in force in 1921, and yet we were obliged to go through a severe industrial readjustment. The people of the United States owe one and one-half billion dollars for automobiles, and half as much for furniture and clothes.

The finance companies created to handle this condition are untried factors. It now costs the purchaser as much more to buy on the installment plan as it would if he borrowed the money at an interest rate of from eleven to forty per cent and paid cash. It is quite possible that this great public debt may come up to obstruct the efforts of the Federal Reserve Banks to stabilize credit in time of emergency. There is also the disturbing truth that our great automobile industry cannot now turn its back upon this new system of buying no matter what the future holds. All of which is written merely to perpetuate caution, not to build pessimism. It would be the essence of folly for us to close our eyes to the fact that an overexpansion of credit on the parts of buyers is no less an evil than the unwise extension of credit on the parts of producers.

The way to prevent the coming of dull days in business is to prepare for them. When we refuse to meet an emergency we are almost sure to be overtaken by it. Thousands of managements give practically all of their attention to their factories while their offices are neglected. While the quill pen has disappeared and blotting paper has taken the place of black sand in a pepper-shaker for drying ink, the average business office is still an old-fashioned workshop.

It may be news to some that we now have typing machines that will write not only letters but also musical notes and the words needed to accompany them. Some busy men carry dictaphones in their automobiles and one corporation president has a remarkable equipment of office machinery in the airplane that carries him from his factory in Michigan to important meetings in New York and Chicago. A German has invented a sealing wax that will not break or split, because it is as pliable as a rubber eraser, and an American company is now marketing a check-signing mechanism that will write 7500 signatures an hour.

Office machines free the executive who has become tied up helplessly in the details of a mass of "small stuff." They prevent the highly-paid boss from becoming an over-paid clerk. They give him an opportunity to spend thought upon constructive planning instead of becoming deskbound.

While spring house-cleaning make the office as automatic as you have made the factory. Look around and discover some of the dozens of places where mechanical devices can be substituted for human hands.

Among the greatest strides made in advertising has been the improvement in the art of illustrations. We have been advertising for forty years and, therefore, have been alert to each new development. *Except for the excellence of photo-engraving, there could be no real art in modern advertising illustrations.* Each advertiser has its own particular reason for using illustrations. Ours is to present an appetite appeal—something well-nigh impossible to present in words, but easily told with photo-engraving at hand."

THE COCA-COLA COMPANY, ATLANTA, GEORGIA



Photo-Engraving Provokes a National Thirst

. . . an observation by JAMES WALLEN

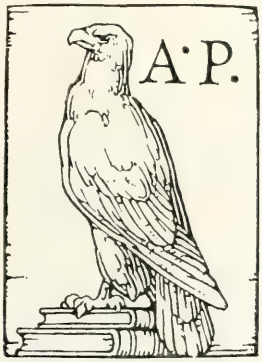
The makers of beverages have tested and proved the slogan of the American Photo-Engravers Association, *"Your Story in Pictures Leaves Nothing Untold."* Pictures provoke thirst. No matter how subtle the suggestion, how delicate the lure, photo-engraving will reproduce every phase of the picture.

Jas Wallen

AMERICAN PHOTO-ENGRAVERS ASSOCIATION

GENERAL OFFICES ✦ 863 MONADNOCK BLOCK ✦ CHICAGO

Copyright 1927, American Photo-Engravers Association

FOUNDED 

IN 1885

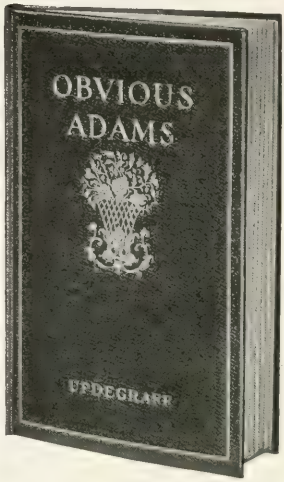
THE AMERICAN PRINTER

New York, has been purchased by M. C. Robbins and his associates from the estate of the late Matthew J. O'Neill — Mr. Robbins is also publisher of Advertising & Selling

When Fletcher Montgomery

President of the Knox Hat Company

Read *"Obvious Adams"*



—He immediately ordered 50 copies to distribute to business associates

MANY thousands of copies of this "little book with a big business message," written by Robert R. Updegraff, have been bought by business executives during the ten years since it appeared in *The Saturday Evening Post*. They have placed them in the hands of every one of their executives, branch managers, department heads, salesmen, and even their office workers, because this simple story crystallizes one of the most important principles in business—makes it graphic, inescapable, usable in the day's work all through a business.

There is inspiration in the story of Obvious Adams. Young men read it and catch a picture that makes them want to knuckle down to more effective work. Older men read it and it somehow clears their vision and gives them a fresh urge to accomplishment.

"Obvious Adams" is a pocket size book bound in cloth with gold-stamped title—an exceedingly attractive little volume suitable for presentation purposes, yet it is sold in quantities at prices that make possible its broad distribution. It offers an ideal solution to the problem of an anniversary gift for the members of an organization, autographed by the head of the business or department.

Quantity Price List

500 copies or more, 40c per copy
100 copies or more, 44c per copy
50 copies or more, 46c per copy
25 copies or more, 48c per copy
10 copies or more, 50c per copy
Single copies, 75c postpaid

KELLOGG PUBLISHING COMPANY

39 Lyman St. Springfield, Mass.

Buffalo the Wonder City of America

Calling on the Trade

In selling goods there is no substitute for calling on the trade. The more calls made the more orders taken, the more business done.

So it is with your advertisements . . . . your printed salesmen . . . . carrying your sales story to the trade . . . . to dealers and consumers.

Calling on only a part of the trade brings only a partial response in orders.

But calling on all of the buying market, or practically all of it, through a newspaper which not only carries your sales message but has reader influence as well, brings the largest possible returns in orders and in dealer and consumer acceptance.

The Buffalo Evening News calls on all the trade every day. It is a welcome visitor, an effective medium for your selling message in the Buffalo market.

Cover the Buffalo Market with the

BUFFALO EVENING NEWS

A. B. C. Sept. 30, 1926, 145,647

EDWARD H. BUTLER
Editor and Publisher

Present Average Over 150,000

Marbridge Bldg., New York, N. Y.
Waterman Bldg., Boston, Mass.

KELLY-SMITH CO.
National Representatives

Tribune Tower, Chicago, Ill.
Atlantic Bldg., Philadelphia, Pa.



Reproduction of Louis Orr's Etching of La Porte St. Denis, Paris

MON CHER PARIS

Let the romance of France open the windows of life and illumine the soul

FROM the moment you board a French Liner, France is reincarnated . . . quaint, picturesque, old . . . with echoes of the winding streets and little cafés of Paris. And . . . at the other end of "the longest gangplank in the world" . . . the real France awaits you . . . with the carnival spirit ever alive . . . from Paris, the iridescent, to the tiniest village of enchanting beauty.

These weekly de luxe French liners . . . charming noblesse of the high seas . . . French to their mast-tips . . . their joyous nation and country crystallized . . . French . . . the grace and splendour of the decorations . . . the luxury of the cabins . . . the service with a courteous air. French, too . . . the marvels to tempt the appetite . . . At Le Harve de Paris . . . no long drawn-out train ride . . . a dash through lovely, mellow Normandy . . . Rouen, of the spires and Jeanne d'Arc legends . . . three swift hours . . . then Paris . . . la Ville Lumière of incomparable beauties and gayeties . . . and the terminus to all capitals and playgrounds of Europe.

Four one-class cabin liners direct to Havre . . . The Riviera overnight . . . The New York-Vigo-Bordeaux Service, three liners, to southern France and Spain.

French Line

ILLUSTRATED BOOKLETS FROM ANY FRENCH LINE AGENT OR TOURIST OFFICE, OR WRITE TO
19 STATE STREET, NEW YORK

Boston Circulation-Strategy

Is it a bit of circulation-strategy for Boston papers with morning and evening editions

—to compel you to buy both editions as a unit

—for each paper to compare its combined morning and evening circulation with that of the leading individual morning or the leading individual evening paper?

You can meet the strategy of the *compulsory* combinations by comparing combinations with combinations rather than with individual papers—by forming *optional* combinations of the leading morning and the leading evening papers.

Note how the *optional* combinations stand out in comparison with the *compulsory* combinations:

Combination	Circulation	Milline
1st combination (optional) American and Post	655,300	1.68
2nd combination (optional) American and Advertiser	415,584	1.68
3rd combination (compulsory) Globe, Evening and Morning	273,240	1.83
4th combination (compulsory) Traveler and Herald	250,998	1.99

Boston-American—Boston Advertiser

The JOURNAL led in National Advertising gains for the year 1926

460,054
LINES

... which is **126,966** lines more than the gain made by the second paper.

(These figures include totals for daily and Sunday)

The JOURNAL
Portland-Oregon

BENJAMIN & KENTNOR COMPANY, Special Representatives

CHICAGO 900 Mallers Bldg. | NEW YORK 2 West 45th Street | LOS ANGELES 401 Van Nuys Bldg. | SAN FRANCISCO 58 Sutter Street | PHILADELPHIA 1524 Chestnut Street

13-27



THEY'S RABBITS IN THERE

A member of the House from Southern Illinois was showing an elderly farmer constituent around Washington. The old gentleman was visibly tired and apathetic, but he looked obediently at the White House, the Capitol, the Treasury, the wonders of the Smithsonian Institution, and so forth.

Finally, as they passed a vacant, weed-grown lot on the way to the railroad station, the old gentleman regarded it attentively and expanded with his first sign of real interest.

"I'll bet they's rabbits in there," he observed with enthusiasm.

People being what they are, live active rabbits will always be more interesting than the things statesmen or manufacturers may think they ought to care about. The advertiser who knows this and gets it expressed in his advertising builds solidly and well, for he will address himself to people in terms of the interests which really move them.

CALKINS & HOLDEN, INC. 247 PARK AVENUE, NEW YORK CITY



For low selling cost, select concentrated markets

Where advertising sells because it saturates!

The value of a concentrated market over a scattered market has greater significance to the advertiser than to the non-advertiser—because when an advertiser is selling in a concentrated market, the tremendous advantage of concentrated newspaper circulation becomes most profitable.

In considering the advantages of selling and advertising in concentrated metropolitan markets as compared with scattered small town and rural markets, there is this general fact to bear in mind:—There is *no* magazine or metropolitan newspaper in *any* market that reaches more than an average of 1 to 10% of the people *outside* of the city and suburbs in the territory where it circulates.

Quite obviously then, only the heavily concentrated circulation of a newspaper in the concentrated metropolitan market becomes **a Selling Force that Moves Merchandise.**

The Billionarea is one of America's greatest market opportunities for advertisers, because it combines to an unusual degree the four most important factors for volume sales at low cost:—



The BILLIONAREA
—the GREATER ST. LOUIS MARKET

The Billionarea is the Greater St. Louis Market as it actually exists and as officially designated by the Audit Bureau of Circulations. Its boundary is simply the physical limits of metropolitan St. Louis on both the Missouri and Illinois sides of the Mississippi. It includes all (and only) that area where concentration of People, Dollars and Coverage (P+D+C) offers a volume market at low cost for advertisers.

(1) In size, The Billionarea is one of the six greatest volume consuming markets in America.

(2) In purchasing power, The Billionarea offers one of the highest average family purchasing powers of any market.

(3) In compactness, The Billionarea concentrates in an area of only 16 by 21 miles more than a million people who earn and spend more than a billion dollars a year.

(4) In newspaper coverage, The Billionarea is one of only two or three major markets in America that offers in one newspaper alone

A Complete Coverage in Its Market

—reaching practically every home of buying consequence.

That newspaper is the St. Louis Post-Dispatch—reaching 30,000 more families daily, 80,000 more Sunday, in The Billionarea, than any other St. Louis newspaper.

Advertisers know that advertising in the Post-Dispatch sells The Billionarea because it saturates this market with its circulation coverage. Because of this, they place more advertising—local, national and classified, combined—in the St. Louis Post-Dispatch alone than in the second and third St. Louis newspapers added together.

The P+D+C Manual and the Book of Information about The Billionarea—the Greater St. Louis Market—will be mailed free to anyone interested in this market.

ST. LOUIS POST-DISPATCH

The highest ranking P+D+C newspaper of *The* BILLIONAREA—*the Greater St. Louis Market*

NEW YORK 280 Madison Ave. CHICAGO Tribune Tower DETROIT General Motors Bldg. KANSAS CITY Coca Cola Bldg. SAN FRANCISCO 564 Market St. LOS ANGELES Title Insurance Bldg. SEATTLE Union Record Bldg.



We're sorry we can show you only the living room — the other rooms are equally charming.

Enter, with us, into *this very charming* Home!

SOMETHING like a bungalow built upon the top of a skyscraper is the home of Delineator Home Institute, on the 15th floor of the Butterick Building. Here is a complete dwelling placed far above the turmoil of New York's streets. So complete are its furnishings that a fair-sized family could move in tomorrow and live in perfect ease.

We showed you the kitchen. Now come into the living room! It *is* charming, isnt it? It adapts the simplicity and comfort of Provincial France to a modern American interior.

If the way to a man's heart is through the kitchen, the way to his soul is through the living room. For it is here that his aesthetic appetites are catered to—in tasteful decorations, inviting chairs, kind lights, a cozy fire and thought-provoking books.

Delineator Home Institute considers it of equal importance to show the latest modes in interior decoration and furnishings, to demonstrate the newest methods of scientific housekeeping, to test and offer delightful new recipes for breakfasts, luncheons, dinners, formal and informal.

For that is the purpose of Delineator Home Institute—to help hundreds of thousands of alert American women in their own unswerving purpose—

To further the Art of Gracious Living.

Delineator

Established 1868

THE BUTTERICK PUBLISHING COMPANY

Advertising & Selling

VOLUME EIGHT—NUMBER TEN

March 9, 1927

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Is the Radio Industry Committing Suicide? 21
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© Brown Bros.

THE abandoned factory is the casualty of modern industrial competition, and the death's head at every business feast. No matter how apparently assured the standing of any product may be, its future always retains an element of chance not untouched by sinister possibilities. The effects of prohibition, bobbed hair, and radio bear obvious witness to the point. Ray Giles in this issue offers, however, some hope to the worried, and in his article, "Sales Promotion Hints for the Declining Product," indicates a number of methods whose adoption may stave off—and in some notable cases has—what would seem to be serious changes in the public demand and need for a product.

M. C. ROBBINS, PRESIDENT
J. H. MOORE, *General Manager*
OFFICES: 9 EAST 38TH STREET, NEW YORK
Telephone: Caledonia 9770

NEW YORK:
F. K. KRETSCHMAR
CHESTER L. RICE

CHICAGO:
JUSTIN F. BARBOUR
Peoples Gas Bldg.; Wabash 4000

NEW ORLEANS:
H. H. MARSH
Mandeville, Louisiana

CLEVELAND:
A. E. LINDQUIST
405 Swetland Bldg.: Superior 1817

LONDON:
66 and 67 Shoe Lane, E. C. 4
Telephone Holborn 1900

Subscription Prices: U. S. A. $3.00 *a year. Canada* $3.50 *a year. Foreign* $4.00 *a year.* 15 *cents a copy*

Through purchase of *Advertising and Selling*, this publication absorbed *Profitable Advertising, Advertising News, Selling Magazine, The Business World, Trade Journal Advertiser* and *The Publishers Guide. Industrial Selling* absorbed 1925.

Member Audit Bureau of Circulations and Associated Business Papers, Inc. Copyright, 1927, By Advertising Fortnightly, Inc.



The American Public Appreciates Excellence

Cosmopolitan has *proved* it. Not once, but twelve times each year by selling in the face of the keenest competition well over a million and a half copies, for which the American public pays nearly a half million dollars monthly.

Because of Cosmopolitan's superior literary excellence it commands a retail price several times that of ordinary magazines.

These same families appreciate superior merit in other merchandise,—and will pay a higher price for it if that price represents honest value.

For any advertiser of such a product Cosmopolitan selects a remarkable audience,—over a million and a half families of quality buyers.

And these families are concentrated, a full 90% of them in the group of important marketing centers where 80% of the nation's business is done, where it is easiest to sell them and where most of the best stores are located.

Cosmopolitan merits a place at the top of the list of many magazine advertisers.

It is the *one class magazine* in the field offering an adequate national coverage.

Let a Cosmopolitan representative give you further proof.

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625 Market Street
SAN FRANCISCO, CAL.

MARCH 9, 1927

Advertising & Selling

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Sales Promotion Hints for the Declining Product

By Ray Giles

IN a private dining room of an uptown club six men sat talking. Thirteen years previously four of them had embarked in a business of promise. Success had come early and abundantly; no clouds could be seen in the skies stretched about them. As they went forward two younger men also were given an interest in the business. For three years more they sailed serenely over smooth seas.

Then, one day, one of the younger men descended from the lookout post. He had seen the "little cloud" so often described as being "no bigger than a man's hand."

And now, in the January of 1927 the cloud had assumed the proportions of a threat of extinction. The black squall of better and cheaper substitutes was all about them.

Their salesmen were already suffering from the morale of the licked. Wholesalers were telling their boys to put their drive on something else. Retailers were asking for smaller quantities which they no longer put on top of the showcase but tucked away on the upper shelves and in the corners.

This, or something like it, is what happens sooner or later to almost every business: sometimes only once in a decade; sometimes only after half a century. But ebb succeeds flow; the tide that came in with such a rush goes out.



© International Newsreel

ONE does not think of bicycles when one thinks of transportation. Yet in all colleges and in most villages they still bring terror into the daily walks of astigmatic old maids. The manufacturers even report gains in their sales. Inventions, discoveries, the unpredictable vagaries of public taste have killed some businesses; they have produced new ones and revived decaying ones. The weak have collapsed, but the strong have—like the bicycle builders—successfully sat tight or—like the yeast makers—have evolved some new uses for their products

In some cases the per capita consumption of a type of commodity suffers a general decline. Two examples are pianos and cigars. In other cases the individual business fails to keep pace with competitors in its own field. They bring out an improved product at the old price or lower the price for the existing goods.

Then there is the unexpected competitor as, for instance, the automobile and the shoe. The shoe business suffers from our growing tendency to ride more and walk less. Iron foundries of the old days stayed at the iron mine. They gave

place to the iron business that was located closer to coal. The shoe business of New England now gets a clubbing from the shoe business of the West, where the hides may be plucked from steers in one's own back yard.

So there are many reasons for declines in either the individual business or in an industry as a whole. The question is: What shall we do about it?

* * *

A new type of eating place has sprung up in New York, particularly in the theatrical section. In the window stands a supernumerary sort of a person more or less successfully disguised as a "chef." In front of him repose such properties as a Virginia ham perforated with cloves; a fresh ham, in blond contrast; a roast of beef; its humble cousin, corned beef; and, on occasion, a huge roast turkey. But let's step inside. Here we find an old-time bar on which are being served hot meat sandwiches delivered direct from the window.

Well, gentlemen, there's our little pointer Number 1, in this problem of helping a declining industry. Someone has evidently tackled the problem: What shall we do with our old bar fixtures? You will find as many as four of these barlike eating places to the block. New uses for declining products! There is one way out.

When the yeast went out of brewing, a new and bigger consumption market was found with which we are all familiar. And as grapes were not legally convertible into wine, a rather successful attempt was made to turn a five cent box of raisins into a competitor of "Oh Henry!" and the omnipresent milk chocolate bar.

The father of a friend of mine was left with a stock of beer mugs on hand when prohibition came in. He got rid of it by displaying them in his store window accompanied by a sign which urged the passerby to come in and see "the latest in Cider Mugs."

So it is very often possible to find

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High Advertising in an Humble Place

By Earnest Elmo Calkins

EVERY once in so often one receives from some unexpected source an advertisment in modest form equal to enything that high-paid copy writers produce for the pages of the *Saturday Evening Post.* Around the corner from my house there is a French bakery which supplies us with rolls, and which sent us a little folder of such unusual character as to make one wonder whether it is the amateur performance that it appears to be, or an unusually skillful piece of professional copy writing. This is the folder:

THE ORIGIN OF THE CROISSANT

During the siege of Vienna by the Turks in 1683, bakers' apprentices were at work one night in underground bakehouses. The boys heard a rhythmic thump, thump, thump, and were puzzled by it. Two of the apprentices guessed that the Turks were driving a mine, and ran to the commandant of Vienna with the news. They saw the engineer officer and told him of their discovery. He went to the underground bakehouse, and decided that the boys were right. The Austrians got the direction from the sound and drove a second tunnel. Then they exploded a powerful countermine. Great numbers of Turks were killed, and the siege was temporarily raised. On Sept. 12 of the same year John Sobieski, King of Poland, utterly routed the Turks and drove them back into their own country. As a reward for their intelligence, the baker boys were granted the privilege of making and selling a rich roll in the shape of the Turkish emblem, the crescent. The rolls became very popular with the Viennese, who called them *kipfeln.* When Marie Antoinette married Louis XVI of France, she missed her *kipfeln* and sent to Vienna for an Austrian baker, who should teach his Paris confreres the art of making them. The rolls—known as *croissants*—retained their original shape and became as popular in Paris as they were in Vienna. And this is why one of the rolls that is brought with the morning coffee in Paris will be baked in the form of a crescent.

The Croissant is not merely a roll, nor is it in a class with any pastry. It is twenty-four hours in the making—a process requiring perfect conditions and equipment. The dough is frozen in refrigerators and after numerous treatments is baked in a temperature of six hundred degrees Fahrenheit (600). The expensive ingredients must necessarily be of an irreproachable quality. This, with the skill and artistry used in their making serve to give them their distinction.

Heat them in the oven and serve hot with coffee, tea or milk—or nibble them cold as you would cake or cookies, for, the Croissant, hot or cold, is Phantom Deliciousness.

DUVERNOY & SONS,
French Bakers,
732 Madison Avenue, New York City.

I leave it to the entire college of advertisement writers if this is not a human and interesting piece of advertising measuring 100 per cent at all points: the legitimate use of the historical background, the origin of the name, the description of the product itself, with exceptionally good arguments as to its quality, together with the comment on how to use it best, all told so simply and so engagingly as to be practically complete. What we need is more copy in high-priced media written with such genuine interest and such convincing simplicity.

Is the Radio Industry Committing Suicide?

By Edgar H. Felix

BORN with a silver spoon of public enthusiasm in its mouth, the radio industry has flourished and profited. It is an opportunist industry, so busy with the problems of today that it gives little or no heed to its tomorrows. It is an aggressive merchandiser and a liberal advertiser. Its products have improved technically at a rate far more rapid than did the automobile in its most progressive days.



From an advertisement of the Radio Corporation of America

Yet, with aggressive selling and high quality products, radio has hardly scratched the surface of its market. A survey conducted by *Radio Retailing* shows that there are 20,300,000 American homes without radio, that there are three times as many pleasure automobiles in service as radio sets. Radio is inexpensive in its first cost and maintenance, and therefore its market should be at least as large as that of the motor car.

Despite its high pressure merchandising and intensive advertising, and its great unsold market, every summer huge quantities of radio sets are marketed at forty, fifty and sixty per cent below list prices. How can there be overproduction in an industry which has sold less than a fourth of its normal market and which uses intelligent selling methods? Certainly there is something wrong with radio, something of paramount importance to every sales manager and advertiser of radio products.

Two factors have contributed to prevent radio from finding its true market. The first has been incompetent retailing, now being corrected, and the second has been the lethargy of the industry in assuming its responsibility for good broadcasting conditions. It has permitted the entertainment value of radio to fall off fifty per cent in one short season without noticeable protest. The only remedy which has occurred to it is to rush to Washington and demand that Congress legislate it out of trouble. It has permitted retailers to pursue merchandising policies destructive to its growth.

THE weaknesses in retailing are largely matters which can be and are being cured by education and experience. A servicing organization in New York handling department-store customers, and repairs for individual set owners, with more than four thousand customers on its books, informed the writer that sixty-five per cent of their repair work is the result of careless merchandising on the part of retail dealers. Fifty per cent of the service calls are the direct result of unsuitable and inadequate accessories or their improper installation. Fifteen per cent arise from lack of instruction of the customer on how to use and maintain his receiver, while another twenty per cent result from abuse by the user, at least partly preventable by proper instruction when the sale is made. Only fifteen per cent of complaints can be laid to unpreventable breakdowns which are the outcome of mechanical or electrical failures.

It is no wonder that there is a large class of potential buyers who are waiting for radio to "be perfected." Reliability in the receiving set itself has already been attained and there are accessories adequate to meet the requirements of any receiver on the market. But dealers, as a rule, concentrate on selling the prospect the highest priced receiver he can be led to buy, and then they try to keep the total outlay down by equipping the receiver with second rate tubes and power supply. No automobile dealer would think of selling an expensive chassis and delivering it with a soap box for a body and second hand tires so as to keep the cost within the limitations of the customer's pocketbook. But fifty per cent of the radio receivers sold in New York are marketed with just that policy. The receiving set is no better than its tubes, power supply and loudspeaker. The sooner the dealer learns to sell radio *reception* and not radio receivers, the sooner will radio's reputation for reliability and satisfaction rise.

Most of the "misunderstandings",

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An Inquiry Into Combination Newspaper Rates

By Charles Austin Bates

WITH regard to the iniquity or beneficence of the combination rate for newspaper space, my position is somewhat similar to that of the man who, upon his first view of Niagara Falls, inquired: "How long has this thing been going on?", and I approach the seemingly super-heated subject in a spirit of inquiry rather than as one holding convictions.

In his address before the Association of National Advertisers last November, Mr. John H. Fahey, of the *Worcester Post*, used some language reminiscent of a speech delivered by Col. Robert Ingersoll in 1876, in which he said: "I wish that I had a language of pure hate, with words like snakes, that would writhe and hiss, and in that language I would express my opinion of Northern sympathizers with Southern Democrats."

Mr. Fahey said: "One development growing out of the struggle for numbers, which has begun to attract considerable attention, is the so-called combination newspaper. * * * It represents, as it is usually operated, one of the most inexcusable methods of getting money out of the advertiser without value received, which has appeared in the publishing field in the last twenty years. * * * It is frequently the result of a fight for circulation, the cost of which out-runs the increased revenue which can be gouged out of the advertiser." To which the publisher of one combination rejoins with what might be classified as the Countercheck Quarrelsome. He suggested that Mr. Fahey, as publisher of a single newspaper, in competition with a combination, in Worcester, finds the success of the combination irksome—not to say irritating.

Inquiry addressed to Mr. Stuart S. Schuyler, president of the Allied Newspapers, Inc. (Scripps-Howard), brought forth a copy of the resolutions adopted unanimously by "three hundred and forty-five of the largest national advertisers, at their annual convention in November, 1925," the gist of which was that these advertisers are "unalterably opposed to the practice of newspaper publishers of both evening and morning newspapers of selling these two separate and distinct publications to national advertisers, only as one unit." These advertisers also objected to the sale to "local advertisers either unit of their combination separately, while refusing to so sell them to national advertisers."

Mr. Schuyler explains the existence of combination rates as follows: "A strong evening newspaper, let us say, vigorously competes with a comparatively weak morning paper (or vice versa), and then buys the morning newspaper, instituting a forced combination rate. One day the evening newspaper, through its advertising representatives, declares that the evening newspaper alone covers the field and that the morning newspapers should not be used. The following day, the evening newspaper eats its own words and not only recommends the use of the morning newspaper, but compels its use through a combination rate. A peculiar angle to this question is that nearly all of the combinations are in the national field only. Locally it is usually the case that the combination newspapers may be purchased separately by local merchants. * * * There would be no more forced combinations in the national field, if national advertisers were to exhibit the backbone that local advertisers do. * * * Passing resolutions does not seem effective. When a hold-up is in progress, the only way to break it up is to disarm the hold-up man. If you drove your automobile to a filling station and requested some gasoline, what would you think of the proposition if you were told you could buy no gasoline unless you also bought oats? You do not own a horse and you have no need for oats. Wouldn't you say: 'What is this—a hold-up?'"

As evidence of the sincerity of his position, Mr. Schuyler recites the fact that "the Scripps-Howard or-

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Editor's Note—

THERE have been few important meetings of advertising organizations within the past year or more where the so-called forced combination newspaper rate has not been one of the subjects most provocative of heated debate. The tendency of publishers toward this system has been pronounced and seems to be becoming more so. That the subject is of vital interest to advertising men is attested by its prominence at these meetings, but unfortunately the discussion aroused has been for the most part one sided, the side taken depending on the attitude of the body holding the meeting. There has been altogether too little consideration of the other fellow's point of view.

As is the case with every controversial issue which attains to any importance, there is much to be said both for and against the "forced" combination. Our object here is to bring these two opposing factions together in the same place, and to carry the matter through as nearly as possible to its logical conclusion in the hope that in this way the air may be cleared to a certain extent and the way paved toward a satisfactory mutual understanding. In the accompanying article Mr. Bates has endeavored to bring the matter into the open by presenting both sides as he sees them. He has no personal axe to grind. Subsequent articles taking up the various phases of the subject *will* have axes to grind, as will the individual contributions which we hereby cordially invite. But we ask our readers to bear in mind that this article and the ones following reflect the opinions of individuals or organizations, not the editorial opinions of this publication.

A Bird's Eye View of the Small-Tool Market

With Some Recommendations as to How More Tools Can Be Sold

By John Allen Murphy

IN laying out a sales plan for any product about the first move made is to find out the situation and probable size of its market.

It is not only necessary to determine its geographical location; it is even more important to determine of what the market consists: Who buys the product? Is it bought by industries, by institutions, or by individual consumers?

Once this question is answered the next step is to locate the channels through which the product is distributed. From whom do the users of the product buy it? Do they buy direct, or from wholesalers, retailers, or special supply houses?

Next in order is to figure out how much of the product is used, how large is the total volume of the industry in question. How much of the product, either in dollars or units, is used by all classes of buyers? These steps in formulating a sales plan are so logical that one would assume every manufacturer would follow them in marketing his product. But such is not the case. Frequently an industry will attain considerable age before any company in it makes an attempt to define its market.

There is, for example, an industry that has lately been modernized. It was found that its annual turnover is about twenty-five million dollars. Sixty per cent of this volume is sold to one hundred large users, who are located in less than a dozen industries. Ninety per cent of the volume is taken by five hundred concerns. The other ten per cent is distributed in very small quantities by a few thousand retailers.

None of these facts was known until recently. Strange as it may seem the industry had been concentrating its major selling effort on a hundred thousand retail outlets, and those outlets did only ten per cent of the volume! An occasional large company in the industry knew that the hundred large users were buying direct from the manufacturers and that the four hundred good-sized users were getting their supplies mainly from wholesalers. But no one in the business had a picture of the industry as a whole, for the good reason that no picture was available.

The facts, which we have just mentioned, came out when the industry formed an association and began to clear volume statistics through its secretary. As a result of the revelation, the industry has radically changed its selling methods. It has formed an industrial sales organization to work the big users systematically. Most of the companies have abandoned their retail sales forces. Hereafter they will let the jobber take care of the retailer. The jobber's salesmen will be supported by business paper advertising.

It is not always so easy, however, to define a market. The market for many products is so complex that its size, geographical direction, or character cannot be fixed definitely or exactly. The market for small tools is of this nature. I have been taken behind the scenes of this industry and have been given the privilege of watching its intricate wheels revolve.

The tool industry is one of endless ramifications. There are tens of thousands of different kinds of tools. In this article, however, I am dealing specifically with what are known as mechanics' and machinists' tools, including cutting and measuring tools, hammers, wrenches, and hand tools of every kind.

No one knows how large this industry is. There is no association in the field that clears statistics. There are no Government figures that specifically cover this industry. The business is so constituted that it is difficult to appraise it statistically. While there are many houses, both large and small, in the industry, these houses compete on only parts of their lines. For example, let us say that six large companies make precision tools. All these companies compete directly on



Courtesy Western Electric Company

THE electrician is the central figure in one of the merchandising problems peculiar to the small-tool industry. The increasingly prevalent custom of having the company supply him with certain of his tools has lessened his value as an over-the-counter purchaser at hardware stores. In this article Mr. Murphy discusses also the conditions surrounding the home-tool market and he offers several suggestions of ways in which the industry can increase its business

these precision instruments, but the rest of their lines may vary to such an extent that there is little competition among them on other items.

Then, too, there are numerous specialists in the business. For instance, a company may specialize in vises. Thus, the large line manufacturer may have a specialist competing with him on every article that he makes. Let us assume that levels compose one of the hundreds of lines which the large manufacturer produces. On levels he may have only five or six real competitors; but he has another five or six competitors on screw drivers, a few more on drills, twenty or thirty on hack-saw blades. Altogether he may have several hundred competitors, but perhaps no more than five or six may compete on any considerable portion of his line. Thus we see that competition in the tool business is a puzzling factor.

Nor is it possible to make a clear cut analysis of the tool market, as it was in the case of the twenty-five million dollar industry already mentioned. Tools are used not only by every business and trade, but by practically every individual as well. It would be difficult to find a household where there are not at least a few tools, such as a saw, hammer, axe, hatchet, screw driver, wrench and pliers. Therefore, it might be said that the market for a few staple tools parallels the country's population. But these few staple tools are only a very small part of the tool industry's line. The principal end of the line cannot be sold to the consumer. It is sold to the industrial market.

The consumer tool market has been disappointing in recent years. Although there have been several advertising campaigns on tools addressed to the consumer, the results, as a whole, have not been up to expectations. Retailers throughout the United States report that their tool sales to the household are not so good as they were a few years ago.

One reason for this is the competition of the five-and-ten-cent store. Since the average householder uses a tool only a few times a year, he

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Must We Say It Quick And Yell It Loud?

By R. M. Blankenbaker

WHAT a relief it must be for the harried reader to slip into the quiet doorway of an advertisement that does *not* endeavor to attract attention, arouse interest, bring conviction and induce action all in one full-to-bursting sentence.

Wouldn't you like to go on into the Jell-O page which opens: "It's a brave woman who can look her family in the eye and say: 'There isn't any dessert!'"

Or the Chipso advertisement which begins like this: "It was about eleven o'clock on a Monday morning in a New Jersey suburb—*wash day!*" Nothing hurley burley there. You slip into the copy as comfortably as you slip into a pair of old shoes.

Here's another first sentence that extends a friendly hand: "You will notice among your friends that the women who take especial pride in their cooking are apt to be the ones most wedded to Snowdrift."

A second Snowdrift advertisement also displays smiling ease in this pleasant beginning: "Maybe you enjoy making a cake and maybe you don't. But, anyway, you enjoy having it admired, even though its admirers devour it in much less time than it took to make it."

And there is no frozen-faced for-

FOR
PANCAKES
and
WAFFLES

When you are in a flurry to have a piping hot pancake ready every time a plate gets empty—then's when you begin to appreciate the convenience of a can of Wesson Oil.

With Wesson Oil it's no trouble to keep the griddle at that right degree of hot slickness which prevents the batter from sticking and gives it a crunchy brown crust.

Wesson Oil is already in liquid form. Therefore you don't have the petty bother of scooping out a hard, solid fat, and then waiting interminable seconds while it melts in the pan. Just a free, easy pour from the Wesson Oil can, a quick ing of the proper amoun or so to heat, and a t ping of batt

Wesse mality about quali the lead on an Everready Flash-light page which starts out like this: "Remember the fire at Mountain View last summer? You must have seen it in the papers."

The makers of Ball-Band Rubbers waste no time in getting to the point, yet they escape both breathless hurry and uncomfortable crowding, the two stumbling blocks which make so many advertising entrances difficult.

"Some people think they can get along without rubbers," the copy begins. "They live where streets and sidewalks are paved, and closed cars take them where they want to go."

Notice, too, how easily Wesson Oil does it. One advertisement, which is all type, begins like this: "When you are in a flurry to have a piping hot pancake ready every time a plate gets empty—then's when you begin to appreciate the convenience of a can of Wesson Oil."

Hunt around and see how many more you can find—advertisements that begin with a friendly talk.

I sometimes wonder if advertising men are not over worried about the much-discussed quickened living tempo of today with its consequent reduction in time available for reading. Isn't that worry likely to bring over-anxiousness to sell and over-emphasis of virtue into too much of our copy?

Say it quick and yell it loud is one way to do it, but I would rather be the man who says it sincerely and says it often.

High Pressure Advertising

By Ralph Borsodi

THERE may be too much advertising today. There may be too much advertising by retailers, too much advertising by bankers, too much advertising by manufacturers. Anyone, however, can say that there is too much merely because it is large in quantity. We have, unfortunately, no standard by which to determine the amount of advertising which might be done usefully and in excess of which advertising represents waste. It is idle, therefore, merely to rail against volume of advertising. It is necessary for us to study the objectives of the various kinds of advertising in order to determine whether advertising in whole or in part serves a useful purpose.

Now, the economic consequence of national advertising, of what is here called high pressure advertising, differs from the economic consequences of retail advertising, of financial advertising, of industrial and of trade advertising.

High pressure advertising does not answer to the definition of advertising to be found in the dictionary: "To inform or apprise; to make known through the press."

The immediate objective of national advertising is to secure brand specification—to create consumer demand or consumer acceptance of the advertisers' brand. The definition of national advertising should be: to create brand specification by consumers through the medium of printed statements.

That advertising served a useful purpose when a merchant printed the fact that he was in receipt of a shipment of New Orleans molasses or of Scotch ginghams, no one can possibly question. This was information of value to the public a hundred years ago and similar information is of value to the public today. Advertisements which describe the goods which a retailer has on sale and the prices at which he is selling perform a useful service. The retailer's advertisements, it is true, are probably not performing that service at maximum efficiency, and he may for that reason spend more for advertising than is really necessary. But if he makes that mistake, he pays for it, since competition with other stores prevents him from raising prices on his merchandise to cover his inefficient advertising.

The situation as to the national advertising of manufacturers is very different.

The purpose for which the manufacturer advertises is not primarily to "inform or apprise." "Such a conception of advertising is now not only inadequate, but false and misleading," says George French. "It is now one of the minor functions of advertising to announce or give notice. Its major function is to persuade."

Selling merchandise to the consumer by the use of national advertising is selling merchandise in a very different way from that which prevailed in less strenuous times. Then merchants used to assemble goods and await the demands of the public. Both the makers and the storekeepers supplied the necessities of the public, but permitted the public itself to develop its own needs and propensities to purchase. Customers went to the stores because necessities, rather than artificially created desires, had developed in their lives. They bought goods when their pantry shelves were emptied or their clothes were worn out. The new things they bought were needed principally to replace those which had been consumed.

The end sought through national advertising is the reverse of that which the dictionary describes and that which still forms the theme of most of the national advertising of merchants today. The object of national advertising is to create desire. It ignores the question of the necessity for the goods and tries only to succeed in persuading the public to buy what the advertiser offers. At the best, the needs of the people form but one of the smaller considerations in the plans of the manufacturer who advertises. He bends his energies to the task of persuading people to buy his trademarked goods, and he has no occasion to concern himself about their utility in economic life. Often he not only manufactures the goods, but through his advertising manufactures the demand for them. He creates, as George French says, a necessity in the lives of the people that has no economic or moral basis in fact.

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Editor's Note

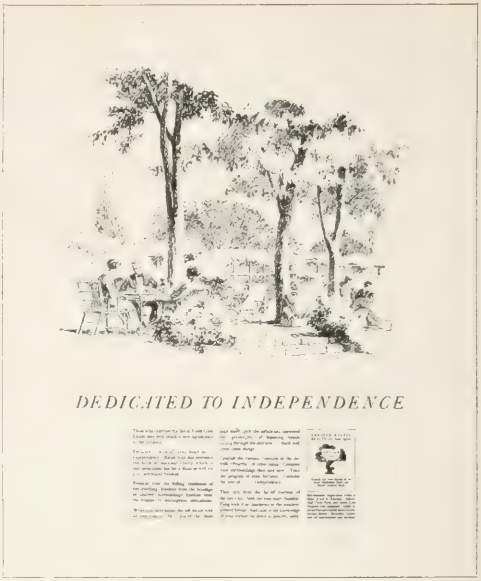
MR. BORSODI is the author of an interesting volume entitled "The Distribution Age," recently published by D. Appleton & Company, New York. This book, of which the accompanying article comprises a chapter, deals with the broad phases of the subject implied by its title, taking up in detail its various subdivisions but never losing sight of the whole picture.

This chapter was selected for publication in these pages because the editors believe that it should prove of great interest to advertising men. Mr. Borsodi is a writer of some prominence on general business subjects, and his angle here is quite foreign to that of the average advertising man. Discussion of distribution is certainly of interest to everyone connected with advertising, but too much of such discussion is carried on entirely among actual members of the advertising business and hence is inclined to be narrow in viewpoint if not actually biased. Certainly it can do no harm occasionally to expose some of our pet illusions to the axe of the heretic, for if such illusions be founded entirely on fallacy it is better that they be dispensed with.

It should not, however, be assumed that ADVERTISING & SELLING in any way subscribes to the tenets here put forward by Mr. Borsodi. Believing that it does no one any harm to get an occasional glimpse of himself as he is seen by others, we submit this outside viewpoint in the hope that it may stimulate a certain amount of thought along lines generally ignored.



In Days to Come



DEDICATED TO INDEPENDENCE



The Kindly Touch of Years



". . . happy ever after . . ."

AN unusually delicate technique for reproduction in newspapers has been successfully used in the real estate advertising campaign from which these four specimens have been selected. It won, incidentally, the Edward W. Bok award for the best local campaign in cities of 100,000 or over in addition to receiving the Multigraph Cup of 1926. The copy and the illustrations have been skillfully combined to meet a number of vexing problems. They had to appeal to both the wealthy and moderately wealthy, although the preferred residential section had always been on the opposite side of the city—Youngstown, Ohio. With how sure a touch the series was arranged so as to build up an impression of graceful ease in the most gracious of surroundings can be seen in these reproductions

An Old-Time Credit Man Talks About Installment Selling

By James M. Campbell

INSTALLMENT selling does not appeal to me. My belief is that the further away we get from an all-cash basis, the more trouble we are storing up for ourselves. And I can easily conceive of a condition, brought about by the over-extension of installment selling, which may mean the loss of more money than will ever be made by installment selling.

Nevertheless, the subject is too big to be settled by "belief" or "opinion." Experience—and nothing else—will throw light on this matter of installment selling, just as it has on a thousand other things which have perplexed mankind. Some day, we shall *know*. Now, most of us merely think we know.

All of which is merely introductory to the statement that I spent an evening, recently, with a man who has spent a lifetime in a business which, from the day it opened its doors, fifty years ago, has done business on credit—on the installment plan, if you please. It was one of the first, if not the very first, to say to the buying public, "Your credit is good here." If any man should know anything about installment selling, Mr. Blank is that man; for he has been in it for half a century.

"Installment selling is only in its infancy," he told me. "In five years—yes, in less than that—every department store in the United States will be operating on the 'deferred payment' plan. Almost every transaction amounting to a hundred dollars or more will be handled on the basis of paying so much down and so much a month thereafter. Rich and poor will buy that way."

"But," said I, "isn't that going to lead to all sorts of extravagance?"

"Yes," was his reply, "but only for a time. Eventually, this whole business of installment selling will be put on a sound basis. In self-defence, merchants will establish a central bureau—a sort of clearing-house of credit information—to which they will look for guidance in regard to the responsibility of those who wish to buy on 'time.' There are, of course, credit bureaus now. But the information they give is not extensive enough for the purpose I have in mind. As now organized, these bureaus can only say: 'John Smith has accounts with So and So and Such and Such and has always paid promptly.' The credit bureaus of the future, made necessary by changed conditions, will be in a position to say 'John Smith's income is $60 a week. He has a son of eighteen and a daughter of twenty, both of whom are employed, the son at $20, the daughter at $18 a week. They own their own home, valued at $8,000, on which there is a mortgage of $5,000, of which $3,700 remains. Smith has an account with the Citizens Savings Bank; and, July 1, had a balance of $368. Habits, excellent. Age, 54. An industrious and law-abiding citizen, etc., etc.' Then, as a part of John Smith's record, will follow a list of his commitments. It will show that he is purchasing, on the deferred payment plan, a radio ($110), a vacuum cleaner ($65), and a set of dining room furniture ($190). Total, $365. His 'limit' will be established, we'll say, as $600; and every member of the bureau will feel safe in granting him credit for an amount which, with his present debts, does not exceed that total.

THE advantage, from the seller's standpoint, of this new kind of credit bureau is that it can make a much more searching investigation of a buyer's financial standing than any individual merchant would dare make. Moreover, it will know not only how much John Smith still owes on the radio he is buying on time, but also how much he owes on everything else he is purchasing that way. And this information will be at the disposal of every member of the credit bureau. The advantage, from the buyer's standpoint, is that, his credit having been established, he need have no hesitation in buying, on the installment plan, whatever he believes he should have. Another advantage to the buyer is that he will not be allowed to buy more than he can pay for."

"BUT suppose we have a slump in business?" I said. "Suppose building construction slows down? Suppose that long-threatened saturation-point in the automobile industry is reached? Suppose we have widespread unemployment? Suppose——"

"We are not going to have unemployment. I'll tell you why. As long as we keep up the bars against immigration, we shall have a shortage, not a surplus, of labor. And as long as we have a shortage of labor, just so long will we have high wages. And as long as we have high wages, just so long will it be safe to sell on the installment plan. All that is necessary is to surround installment selling with proper safeguards—for everybody's protection; buyer as well as seller. Banks protect themselves when they lend money to business men. Why should not business men do the same thing when they lend money—for that is what installment selling really is—to their customers?"

"But isn't all this going to tend toward higher prices?" I asked. "Won't it mean that a lot of people who pay cash will pay more for pretty nearly everything they buy?"

"Perhaps. But, eventually, we'll probably go back to a two-price basis—one price for people like you who insist on paying cash and another for those who wish to buy on 'time.'"

All this, I'll admit, impresses me as pretty sound argument. And it may be that it is because of my Scotch ancestry that I am unable to accept it *in toto*. But I cannot. On the other hand, I do not care to go on record as believing that installment selling is wholly bad. As I said at the beginning of this article, experience—and nothing else—will throw light on this matter, just as it has on a thousand others which have perplexed mankind.

Snow Stuff

The Growing Popularity of Winter Is Opening New Sources of Revenue to the Forward-Looking Advertiser

By Charles W. Stokes

THE editor of the Sunday rotogravure section had a photograph in each hand. "Well," he said, "it certainly takes all kinds of people to make the world." One picture was of Mrs. Whooziz, well-known society woman, basking on the sands of Palm Beach; the other was of Mrs. Gerumph, well-known society woman, going off the deep end at the toboggan slide at Lake Frozen. "We've got six or seven other snow stuff pictures this week already," ruminated the rotogravure editor, "so I guess we gotta use more Florida stuff".

This is not a sporting article, interesting as winter sports are, but merely a study in comparative desire. There is never much doubt about the summer, for when the dog days roll around there is only one thing that nearly everybody wants to be, and that is cooler; but when the wind roars down from the pine forests, and Mother Carey (as the old story has it) plucks her chickens and sends the feathers fluttering down from the sky, there are one of two things you can be—hot or cold. In other words, such is the extraordinary climatic range of this North American continent, that you can either go south to escape the cold, or go north to enjoy it. "You pays your money and you takes your choice."

In an article which I wrote for ADVERTISING & SELLING last summer, I endeavored to suggest that holiday travel is an increasingly important factor in our economic life because it liberates a huge and almost incalculable volume of money, supports a certain percentage of our population, disturbs the channels of distribution of both staple and luxury goods, and possibly rearranges expenditure. Nothing so affirms this theory as the development during the last few years of the winter-holiday habit. Where we all formerly took but one holiday a year, and that somewhere in or near July and August, a very considerable number of us now take two, either north or south — and are not ashamed of it. We have ceased to think of a Florida holiday or a California or Bermuda holiday as the monopoly of the idle rich.

North and South have become rivals for a new and fairly fertile field for merchandising.

Of the two, the North is perhaps the most interesting merchandising study, for it reveals the existence of two different markets—not only the man or woman who would prefer to go south, but, being unable to afford it, goes or stays north and tries to make the best of it; but also the man or woman who *prefers* to go north. It is worthy of notice in passing that the latter is a younger market. Red-blooded youth brought up in a northern or temperate climate would probably, if left to itself, choose the snow rather than the palm.

Until fairly recently the hotel and

[CONTINUED ON PAGE 48]



THE South has had somewhat greater publicity, but the North has nevertheless grown in popularity, and through its winter sports offers the manufacturer and the dealer a field for cultivation that so far has not had the attention as a market that it deserves

THE · EDITORIAL · PAGE

Cold-Turkey Selling Does Not Pay

A COMPANY that has been spending $250,000 a year to pave the way for its salesmen recently discontinued all promotional effort of this kind. "If a salesman is any good, he ought to be able to find his own prospects," is the only excuse the organization gave for its change in policy.

The company took this action despite the fact that it has been proved in thousands of cases that it does not pay to have salesmen make cold-turkey solicitations. The salesman who goes out to sell, without having his way prepared for him by some form of advance work, exerts so much effort in breaking down resistance and so much time in explaining who he is and what he has that he has neither time nor energy left to do much selling.

Many organizations make a mistake in deciding this question because they confuse the working of leads with the working of prospects. In many lines of business it has been found inadvisable to have salesmen concentrate too much on leads. A "lead" is a prospect who has indicated interest in the product. Because it is known that he is interested, a "lead" is a valuable prospect and should be given immediate attention. But if a selling organization gave all of its time to "leads" it would be overlooking many other excellent prospects who had not expressed interest in the product. Only a small percentage of the prospects for an article ever become "leads." They are interested, but do not demonstrate it.

The National Cash Register Company has a rule that its salesmen must call on every retail store. It regards every retailer as a prospect, no matter what kind of business he is in or whether or not he already has a cash register. If the National salesmen spent all their time calling on those retailers who are definitely known to be in the market for a register, they would miss ninety per cent of their prospects.

The Remington Typewriter Company formerly had its salesmen pay most of their attention to known prospects. Then, a few years ago, it tried having its salesmen call at every place of business. In this way they unearthed many live prospects who were not on the lists before.

But neither the National nor the Remington would think of letting the salesmen do all the work. They do what they can to make it easy for their salesmen by advertising and by engaging in other promotional activity which tends to remove the resistance the salesmen would otherwise meet.

That is the only sound policy. It is the job of the salesmen to sell, but they will be severely handicapped in their attempts unless their companies do something to make the prospect list responsive.

B. B. B. Never "Endorses"

THE Better Business Bureau of the San Francisco Advertising Club sounds a timely note of warning in its current bulletin when it calls attention to the fact that the Better Business Bureau never "endorses" anything.

It seems that some promoters are claiming the "endorsement" of their projects by the Bureau simply because they have not come under its ban. "Such representation is obviously contrary to the fact," says the San Francisco Bureau, "for the Better Business Bureau never 'endorses' anything. The Bureau is a fact-finding and fact-giving organization, and always deals in facts, not opinions."

The same is true of all Better Business Bureaus. Business men should realize this clearly, lest they be misled by this endorsement claim, or lest they inadvertently use the claim themselves.

When the Right Thing Becomes the Wrong Thing

A RECENT clip sheet sent out by Ivy Lee and Associates devotes itself to the suggestion of an English writer, J. Murray Allison, that $10,000,000 be invested in an advertising campaign to promote the League of Nations.

If a third of that sum had been spent in America at the right time, the United States would be in the League of Nations today, whether for better or for worse.

Mr. Allison states in his article in *The Spectator* that he has excluded the United States from his suggestion for advertising the League of Nations because the launching of a campaign for the League in this country would be regarded as propaganda pure and simple and would arouse resentment. This recalls Bernard M. Baruch's observation during the war: That it was better to do the wrong thing sometimes than to wait so long before doing the right thing that it had become the wrong thing.

There are groups of men in America today who are making this mistake. They have in their minds cooperative or associational promotion plans involving advertising, which if put to work would accomplish important results. But they keep pushing them off because they are not quite sure—yet. The result will be that one of these days the right thing will turn out to be the wrong thing because they will have waited until their advertising will be defensive instead of offensive.

Fair Play and Accuracy

THE publishers of the Des Moines *Register* and *Tribune-Capital* has taken a step in journalism which ADVERTISING & SELLING would commend to the consideration of all newspaper publishers.

A former editor of the Des Moines *Capital* has been appointed to head a Bureau of Accuracy and Fair Play to watch the columns of these two Iowa newspapers and "keep them as fair and accurate as it is humanly possible to make them," and to correct errors and injustice promptly.

This is enlightened journalism. If one paper in every community in America were to take up this idea and conduct it in the spirit of a crusade it would bring on a competition for accuracy and fair play that would greatly increase public confidence in our newspapers.



Courtesy Capper's Farmer

Can Farms Be Run Like Factories?

By S. R. McKelvie

Publisher, *The Nebraska Farmer*

THE first and most important step toward bringing agriculture into line with industry is to factorvize the farm. This means greater efficiency of production and distribution plus the control of output.

This is not to say that the American farmer is not efficient. In terms of horsepower he has increased his efficiency from four to five times in fifty years. He is two and one-half times as efficient as any other agricultural worker in the world. At that he is only half as efficient as industry, measured by the same yardstick. From this it would seem that the American farmer must work twice as long as the American factory in order to produce the same results, and that is about what he does.

Mass production—that is, maximum production per unit—is the shibboleth of industry. It has wrought wonders, bringing unusual profits to factory owners and the highest scale of wages labor ever has known. The more efficient and general use of machinery and electricity has made it possible.

Portions of an address delivered before a recent meeting of manufacturers and advertising agents at a lunch given by Mr. McKelvie in New York.

Mass production on the farm is not a fanciful dream; it is a fact, demonstrated daily by farmers in every line of endeavor. Illustrative of its possibilities, I submit the following:

During the years 1925 and 1926, eighty-eight farmers in eastern Nebraska secured average yields of 60½ bushels per acre in ten acre corn growing contests. The ten year average for that region was 33 bushels. The average cost of production per bushel was 39 cents for the contestants compared with 58 cents for all farmers. The average profit per acre at 60 cents per bushel was $7.76 for the contestants, and 45 cents per acre for all farmers. These figures were arrived at by the Agricultural Experiment Station of the Nebraska State University.

IT may be argued that it is impractical for all farmers to hope to obtain the results secured by the eighty-eight farmers in the corn growing contests or to maintain herds of cows that produce average yields of 400 pounds per cow per year. The answer is that it has been and is being done under ordinary farm conditions plus good management. There are two herds of cows in Lancaster County now that have better than 400 pound records to their credit. They are farm herds.

One might produce almost limitless illustrations to prove the practicability of mass production on the farm.

Increased production in the factory has been accomplished by more efficient methods of marketing. The factory has found new markets and new uses for its products, and has invoked the most aggressive methods of salesmanship. This can be done for the products of the farm—indeed it is being done.

About eighty-one per cent of the corn grown on American farms never moves out of the county in which it is grown. Of the balance, only two per cent is exported, and a part is fed, but there are over 100 articles manufactured from corn which find a ready demand, not only in this country, but abroad. Indicating the extent to which this manufacture might grow, the United States imports between seven and eight billion pounds of sugar per year. One hundred million bushels of corn will produce two and one-half billion pounds of sugar—and it is good sugar, capable of being used

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BRUCE BARTON ROY S. DURSTINE ALEX F. OSBORN

Barton, Durstine & Osborn
INCORPORATED

AN advertising agency of about one hundred and ninety people among whom are these account executives and department heads

Mary L. Alexander
Joseph Alger
John D. Anderson
Kenneth Andrews
J. A. Archbald, jr.
R. P. Bagg
W. R. Baker, jr.
F. T. Baldwin
Bruce Barton
Robert Barton
Carl Burger
H. G. Canda
A. D. Chiquoine, jr.
Margaret Crane
Thoreau Cronyn
J. Davis Danforth
Webster David
C. L. Davis
Rowland Davis
Ernest Donohue
B. C. Duffy
Roy S. Durstine
Harriet Elias
George O. Everett
G. G. Flory
K. D. Frankenstein
R. C. Gellert
B. E. Giffen
Geo. F. Gouge
Louis F. Grant
Gilson B. Gray
E. Dorothy Greig
Girard Hammond
Mabel P. Hanford
Chester E. Haring
F. W. Hatch
Boynton Hayward
Roland Hintermeister
P. M. Hollister
F. G. Hubbard
Matthew Hufnagel
Gustave E. Hult
S. P. Irvin
Charles D. Kaiser
R. N. King
D. P. Kingston
Wm. C. Magee
Carolyn T. March
Elmer Mason
Frank J. McCullough
Frank W. McGuirk
Allyn B. McIntire
Walter G. Miller
Alex F. Osborn
Leslie S. Pearl
T. Arnold Rau
Paul J. Senft
Irene Smith
J. Burton Stevens
William M. Strong
A. A. Trenchard
Charles Wadsworth
D. B. Wheeler
George W. Winter
C. S. Woolley
J. H. Wright

NEW YORK
383 MADISON AVENUE

BOSTON
30 NEWBURY STREET

BUFFALO
220 DELAWARE AVENUE

Member American Association of Advertising Agencies
Member Audit Bureau of Circulations
Member National Outdoor Advertising Bureau

Why Hand-to-Mouth Buying Is a Natural Development

By Wheeler Sammons

More than two hundred business executives from the Middle West attended the recent conference on Hand-to-Mouth Buying at the Congress Hotel, Chicago, held under the auspices of the Policyholders' Service Bureau of the Metropolitan Life Insurance Company. The accompanying article is made up of portions of the address delivered before the conference by Mr. Sammons, president of the A. W. Shaw Company, Chicago.

I IMAGINE we have all encountered a tendency to look upon hand-to-mouth buying, or buying according to need, as a development of the moment. As a matter of fact, controlled buying is a natural outgrowth of our shift over from a predominantly agricultural nation. Less than ninety years ago an observer from overseas said to us: "The possession of land is the aim of all action, generally speaking, among men in the United States. An artisan works that he may die on land of his own. He is frugal that he may enable his son to be a landowner." And one of our greatest statesmen at about the same period wrote: "While we have land to labour, let us never wish to see our citizens occupied at a workbench. Let our workshops remain in Europe. It is better to carry provisions and material to workmen there than to bring them to the provisions and materials, and with them their manners and principles."

Just for a moment consider the change in the short interval of nine decades. Less than a century has elapsed. Yet last year the net profits of American corporations are estimated to have exceeded the total value of all crops by $1,000,000,000. The contents of the pay envelopes of our factory workers now exceed the cash income of our farmers by nearly $1,000,000 a day! In 1850 the agricultural industry contributed over 33 per cent of the country's income; today its share is nearer 15 per cent. Then over 60 per cent of the gainfully employed in this country were on the farms; today the percentage would figure out at not greatly in excess of twenty-five per cent.

Seasonal buying is a characteristic of an agricultural community. And production and merchandising synchronized to such a seasonal set-up is a slow rate-of-turnover operation, with seasonal settlements and long margins on a few turns; with large stocks of goods on the shelves rather looked upon as sound evidences of wealth.

That is just the sort of set-up we have been growing away from as the country developed into the greatest industrial factor the world has ever known. In contrast, the characteristic of an ideally favored industrial set-up—and we have enjoyed almost that—is volume, mass production, narrow margins, high output per man through the use of machinery, constant output, rather than seasonal variation, in order to keep the immense investment in plant and machinery operative.

It is, therefore, my contention that hand-to-mouth buying, so called, is a natural factor in our industrial growth, and one that has been developing over a period of years.

AROUND 1914 rising costs of doing business were being discussed on every hand, and the idea of controlled buying was being aggressively used by many far-seeing retailers, wholesalers, and jobbers as a means of combating them. As a matter of fact, Professor Copeland of the Harvard Graduate School of Business Administration is quite correct when he says "For a period of twenty-five years or more we have been working toward the practice of hand-to-mouth or current buying in numerous industries." In reality we have been working toward it ever since we began working away from the situation observed by that foreign visitor eighty years ago—the predominantly agricultural situation during which the ownership of a piece of farm land was the worker's ambition.

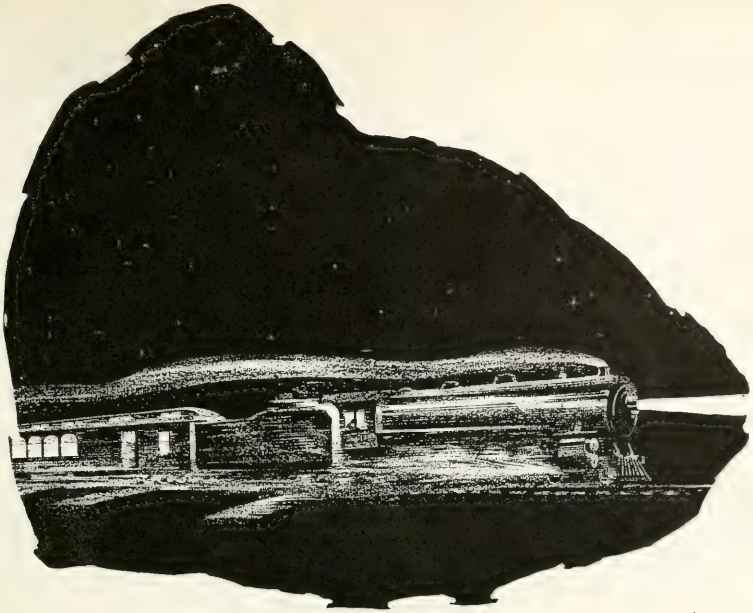
And that I believe answers a question which is frequently asked: "Is this policy of current buying just an outgrowth of the post-war economic adjustment?" Its roots go back far beyond the war. It is part and parcel of an industrial nation able to support a standard of living unparalleled in the history of the world; and therefore, able to introduce a new type of civilization, a wonderful civilization with machines instead of slaves providing luxuries, providing them for a heavy percentage of the people instead of for an insignificant few. Here we see a smaller percentage gainfully employed each year, yet production increasing, and hand-to-mouth buying is one phase of that seeming paradox, not merely a post-war symptom.

A SECOND question which I find being asked is: "Will hand-to-mouth buying continue, particularly on a rising price curve?" Just for a moment examine some of the results it has accomplished, and I believe in them we will find an answer to that question. I select almost at random from among figures I have been collecting since 1912. Apparently retail stocks have been so handled through controlled buying as to release, since 1915, over one billion dollars for growth or other purposes, and evidently there is still another billion that can be released as controlled buying spreads on down through the retail structure. It was in retailing, among the larger and progressive department stores, by the way, that controlled buying scored some of its first successes.

The Bethlehem Steel Corporation built a $35,000,000 plant addition from an inventory cut. Three railroads slashed their inventories $120,000,000, one of them, the Pennsylvania, stepping up the rate of turnover from about 1 to 2½. A hotel man picked $350,000 from his inventories. Of two specialty manufacturing concerns of which I know one turned its inventories 17 times, the other 4 times—the former made twice as much net as the latter, and on a smaller volume.

Controlled buying is allied with simplification, and simplification has saved hundreds of millions of dollars

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The Railway Market

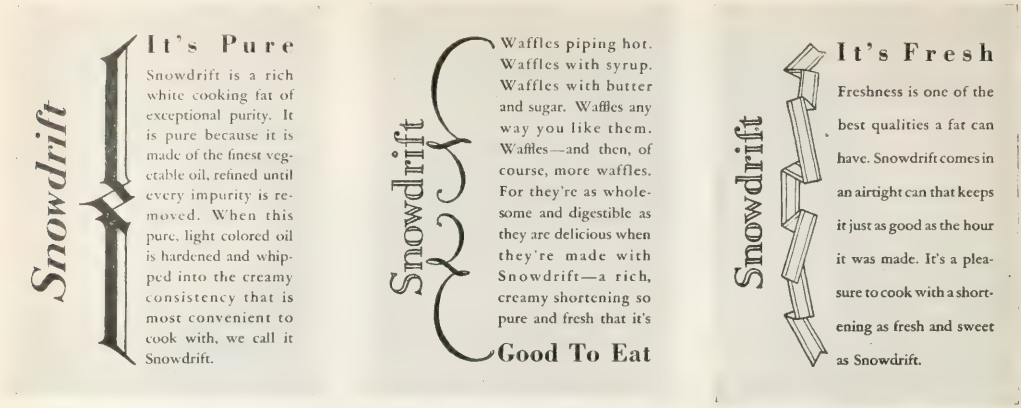
THE steam railways, next to agriculture, represent the largest industry in this country. Their expenditures for materials and equipment chargeable to both capital and operating accounts exceed, by a large margin, the two billion dollar mark annually.

The five departmental publications which comprise the "Railway Service Unit" can aid you materially in reaching this important market. Each paper is devoted exclusively to the interests of one of the five branches of railway service, thus enabling you to reach the railway men who specify and influence the purchases of your products directly, effectively and without waste.

Simmons-Boardman Publishing Company
"The House of Transportation"
30 Church Street New York, N. Y.
608 So. Dearborn St., Chicago 6007 Euclid Avenue, Cleveland
Mandeville, La. San Francisco Washington, D. C. London

The Railway Service Unit

A.B.C. *Five Departmental Publications serving each of the departments in the railway industry individually, effectively, and without waste* A.B.P.



Three specimen advertisements from a series given the Harvard Advertising Award for typography

Typography in Advertising

By Joseph M. Bowles

IN the great mass of periodical advertisements, typography seems to be the step-child.

The greatest care is given to selecting the media and to obtaining the best positions in them, and much thought is given to the general plan of the advertisements.

Consultations are held by the heads of departments in the agencies, and then by representatives of the agencies with representatives of the advertisers. The plans are cussed and discussed, and the campaign is born.

The art work comes in and receives serious consideration from all concerned. The artists who supply the elaborate illustrations and designs are well paid for their efforts, and justly so.

But when we come to the typography of the average advertisement, even of some of the most successful ones, financially speaking, I feel the procedure very often has been as follows:

The artist takes a rule and draws, in the blank space he has left in his design, one or more columns of short straight lines. Can it be that occasionally his idea is mainly to fill the blank spaces that he has left? You have all seen these rows of pen and pencil lines in artists' sketches or in their finished drawings.

Now, this is not a type design from which much good can result. In the first place, the man who draws the little lines seldom knows what the wording is that is to go in the space he has left.

In the second place, if he did know he would rarely be competent to select the right kind of type to go in the space in order to support or harmonize with the art work; for typographic design is a separate and complicated art.

Then the next thing that happens is that the copy man writes too much copy for the space. After being O.K'd by the "boss," the whole matter goes direct to the printer, who is obliged to use type too small and too "thin" in order to get all the copy into the space left for it. The result very often, when the advertisement is printed, is that a good strong design (the art work) is printed with a hole in the middle of it—a hole with a film, or scum, of pale gray type on its surface.

NOT only the shapes of the masses of type but its size, the cut of the separate letters, the weight of the type, the thickness of the line with which each letter is drawn (upon this the color of a mass of type depends) should be carefully considered. These are all as much a part of the whole as a tree or a face in the illustration of the advertisement, or a section of the decorative border about a page. If the typography is wrong, the type on the page and the art work will fall apart, and the advertisement will be a jumble of unrelated fragments.

The "color," as we term it, of a mass of type is perhaps the most important element to be considered. I refer to type printed in black.

According to the type used a mass of type at a little distance can be either a pale gray, a gray, a dark gray, a very dark gray, or almost black, if a very heavy type is used, in a small size, set close.

IN the design of a successful page advertisement, or even of a small advertisement (column width and two or three inches high) art and typography is one thing. Everything inside the rule which incloses the advertisement, large or small, is a component part of one design. If any of these component parts drop out, to the trained eye the advertisement is a failure. The art work of many an advertisement has grounds for a suit for non-support against the type used with it.

The ideal thing would be for one man to do the whole thing, art and typography, as Richard Wagner did his operas. He wrote the librettos as well as the music.

I might say that to the artist interested in advertising the ideal advertisements are to be seen in the best work of Ludwig Hohlwein, the great German poster designer; he is also a master of lettering. In these

[CONTINUED ON PAGE 66]

Portions of an address delivered at the dinner given in honor of the winners of the Harvard Advertising Awards at Cambridge, Mass.



THE NEWS
New York's Picture Newspaper

ANNOUNCES THE ADDITION OF THE Associated Press SERVICE

EFFECTIVE January 28th, The News was admitted to membership in the Associated Press, and on that date began to use the news service of the Associated Press. This membership was secured after some years of effort and at a considerable expense.

The Associated Press is a world-wide news-gathering agency, co-operative in its ownership and maintenance. It has at least one member paper in every sizable city and town in the United States and Canada as well as a number of papers abroad. All members share their news. Each paper's news is forwarded to a local Associated Press bureau, which in turn transmits the news to other bureaus, which serve local papers. All Associated Press stories are copyrighted and may be recognized by the line at the head of the story "By the Associated Press" or the initials (*AP*) in the date line.

In addition to the Associated Press, The News is also served by the United Press, the Standard News, the Chicago Tribune cable and wire service, and hundreds of exclusive correspondents. The Associated Press membership is, however, an additional protection and extra precaution to keep our news department thoroughly informed at all times. The acquisition of this service is just another indication of the policy of The News to improve continually and to extend its usefulness to its several million readers.

The addition of the Associated Press Service, by the way, does not mean that we are going to increase the paper's page size. The News will go on as the pioneer exponent of tabloid — or, to use a more expressive word—compact journalism. Our circulation convinces us that the size suits our readers. We will leave the production of larger and fewer papers to our contemporaries.



AND THE OPENING OF A NEW Brooklyn Branch Plant

ON January 12th, The News began operation of a Brooklyn branch plant on Pacific Street near Carlton Avenue, Brooklyn. The purpose of this branch plant is to relieve congestion in the press room of the main plant at 25 Park Place, Manhattan, and to enable us to serve Brooklyn and Queens with later editions and better deliveries.

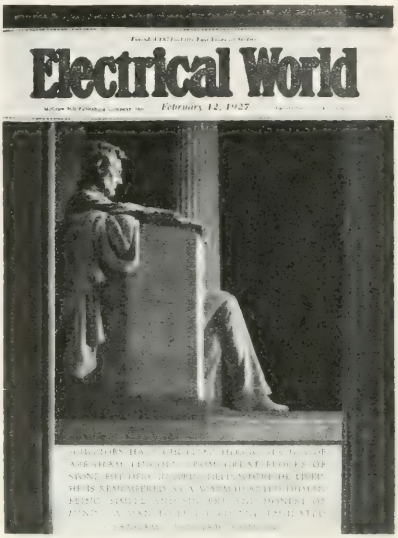
This new branch plant will print approximately 500,000 copies daily and Sunday, supplying Brooklyn and Queens. Its press capacity can ultimately be extended to produce more than a million copies a day if required. The cost of this plant and the ground on which it was built will exceed $2,250,000—another substantial indication of the effort of the publishers to better the product and increase its service to the public.

INDUSTRIAL ADVERTISING and SELLING

This department is devoted to discussions and news of particular interest to industrial advertisers. Other articles that apply to both industry-to-industry and manufacturer-to-consumer marketing will be found elsewhere in the issue.

"EFFECTIVE Marketing to Industry" is the tentative theme for the Sixth Annual Convention of the National Industrial Advertisers Association, to be held in Cleveland on June 13, 14 and 15. It is becoming increasingly important for industrial advertising and sales managers to give more attention to a careful study of their markets and potential markets. Therefore, this general theme will be divided into two parts, the first being "Know Your Markets" and the second "Sales Promotion Objectives." In the first part will be discussed the theory and method of conducting intelligent industrial market studies; while the second part will be devoted to concrete applications of both theory and method. Round table meetings for both active and associate members will be an important feature of the three-day program.

George H. Corey, Cleveland Twist Drill Co., is general chairman of the Convention Committee. The other committee chairmen are as follows: Program, W. S. Hays, National Slate Association, Philadelphia; Exhibits, Paul Teas, of Paul Teas, Inc., Cleveland; Hotels and Registration, Joseph C. Bowman, of Joseph C. Bowman Co., Cleveland; Transportation, Howard D. Kerr, The Bayless-Kerr Co., Cleveland; Entertainment, Herbert P. Bailey, Warner & Swasey Co., Cleveland.



A timely and well done front cover advertisement of the Sangamo Electric Company

Ohio Associations Meet

Ohio's two active industrial bodies continued their season's activities with their regular monthly meetings. The Industrial Division of the Cleveland Advertising Club convened on Feb. 4 for the discussion of direct mail as applied to the needs of industrial advertisers. The first speaker of the evening was C. C. Andrews of the Willard Storage Battery Co., Cleveland, who discussed the recent campaign put on by his company. He was followed on the program by A. G. Hopcraft, purchasing agent of the Ferro Machine & Foundry Co., and George L. Erwin, sales manager of Kearney & Trecker Corporation, Milwaukee.

The Cincinnati Association of Industrial Advertisers met on Feb. 9. Franklin Johnston, publisher of *The American Exporter*, recently returned from a tour of South America, spoke on "Industrial South America." W. S. Wolff, advertising manager of the Western Electric Co. and president of the N. I. A. A., was a guest of honor of the Association and made a short address. It was announced that the next meeting would be held on March 9 for the discussion of direct mail advertising. E. J. Heimer of the Barrett-Cravens Co., will be the principal speaker.

E. A. A. Has Eighth Birthday

On Feb. 14, the Engineering Advertisers' Association rounded out its eighth year with a Valentine Party, which, naturally enough, took the form of a program on "Direct Mail." Professor C. H. Fernald of the Department of Commerce at the University of Illinois, made a plea for individualizing direct mail matter. He also described the work done in the advertising courses, of which he is the head.

Addresses were also delivered by S. T. Scofield, advertising manager, Fairbanks, Morse & Company, and Whipple Jacobs, purchasing agent of the Belden Manufacturing Company. An honored guest was F. R. Lowe, veteran editor of "Power."

Clark Chairman of New Committee

In addition to officially endorsing the educational activities of various groups in the National Industrial Advertisers' Association, the National Advertising Committee has appointed a special committee to formulate a more comprehensive program than has yet been attempted.

The purpose of this committee is to coordinate all educational work pertaining to advertising initiated by universities, colleges, correspondence schools, high schools, business schools and advertising clubs throughout the country. The chairman of this new committee is Ezra Clark of the Clark Tructractor Co., Buchanan, Mich., who is also vice-president of the National Industrial Advertisers' Association, and has been for the past year chairman of its College Relations Committee. Mr. Clark is formulating a plan which, if approved by the National Commission, will be presented in printed form at the annual convention of the International Advertising Association in Denver next June.

P. T. A. Will Award Prize

The executive committee of the Power Transmission Association announce they will make an award of $250, to be announced at the National Industrial Advertisers' Association Convention in Cleveland, for the best slogan-emblem designed for the Association. Entries should be addressed to the Association headquarters, 644 Drexel Building, Philadelphia. The contest closes on June 5

The wording should typify the objective of the Association in briefest possible words, with a striking action design, showing some phase of mechanical power transmission. It is hoped that an emblem or slogan insignia will be obtained which can be used on all advertising of the Association and of any concern making appliances or materials used in the mechanical transmission of power.

Samuel Bowles King



SAMUEL BOWLES KING, advertising manager of the Sullivan Machinery Company, and president of the Engineering Advertisers Association of Chicago, comes of journalistic forbears. His mother's family conducted the *Spring-*

How's Business in Des Moines?

—there's no better indicator of business conditions than a city's postal receipts.

Receipts Des Moines Post Office

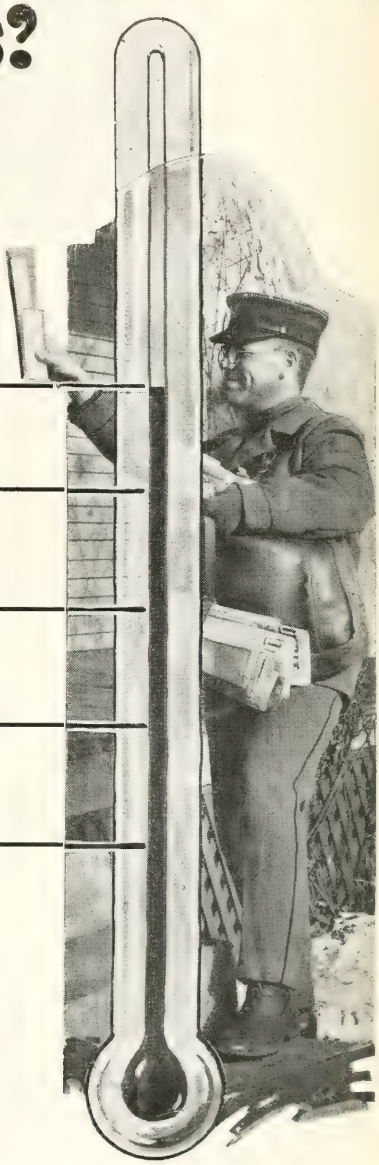
1926
$3,293,527.93

1925
$3,009,073.29

1924
$2,807,396.31

1923
$2,664,196.63

1922
$2,422,886.50



Des Moines Register and Tribune-Capital

Daily circulation is now considerably in excess of Two Hundred Thousand

field Republican since its founding in 1824.

Mr. King admits that he started his earthly career in 1879, and that he took his parents to Chicago in 1883. He later returned to the Connecticut valley for an education at Amherst, where he was editor of the *Student* and graduated with Phi Beta Kappa rank in 1902, during a lull halfway between Calvin Coolidge and Bruce Barton. Three weeks later he went to work for the Sullivan Machinery Company, which then had no separate advertising department. He is completing his 25th year of service on the same job.

King is a bachelor, lives at Winnetka, is a member of the Congregational Church, a governor of munity House, a past member of the Public Library Board and a Director of the *Springfield Republican*. He plays golf industriously, but, according to his own testimony, not well, at the Indian Hill Club. In addition to golf his favorite pastimes are sailing and photography.

On a certain much-discussed subject he is "very dry." Politically he is hard to classify for he voted for Taft, for Woodrow Wilson (twice) and for Coolidge.



Student welders in training at General Electric Company plant

Training Welders

By W. L. Warner

Industrial Engineering Dept., General Electric Co.

DURING the latter part of the war, when the Emergency Fleet Corporation was studying the application of welding to ship construction, the lack of trained operators was very keenly felt. Electric welding was then in its infancy and no suitable data were available at that time.

In order to assist the Emergency Fleet Corporation in extending the art, a welding school was organized by the General Electric Company at its Schenectady plant. Since that time this school has been training men in the art of welding and is still operating to that end. Facilities are now available to accommodate approximately 16 student welders at one time.

There are no charges for tuition and the company does not pay any wages. Welding accessories such as electrodes, holders, and hand shields are furnished, but the student must provide the gloves, goggles, apron and necessary working clothes.

The training course itself consists of a series of lessons which train the student to understand how different types and kinds of welds are made, from the simplest operation of putting beads on plates to the more complicated "T" welds, angle welds, and building up operations. Some thirty-four lessons are included in the regular course, and from six to eight weeks are usually required to complete them, depending upon the ability of the student. A competent instructor is in charge and each lesson must be completed in a satisfactory manner before the next one is started. Should time permit and the student be sufficiently interested, he is given a short course of instruction in automatic welding.

The advantages of this Welding School are somewhat difficult to determine, but we do know from occasional letters received from students who have taken the welding course, that a certain volume of sales can be definitely traced to the familiarity with General Electric equipment which these students secured while taking the course. There is, however, a further and larger but intangible benefit resulting from training men to be good welders; namely, the broadening of the electric welding field, and the greater and more reliable use of electric welding equipment.

Industrial Advertising Needs

By D. W. Henderson

Vice-Pres., H. E. Lesan Adv. Agency

WHAT is the matter with much of the industrial advertising in trade papers? The answer is—those who are doing it won't pay for a good job. There is no reason why trade paper advertising should not be as dramatic and packed with human interest as is the successful consumer advertising. This kind of copy stands out with even greater force in the average somber, heavy educational trade publication.

After all, you don't expect your message to do much actual selling. Its purpose is to pound home an impression of your product's name and function, and of your standing and reliability. It paves the way for selling, it builds prestige and unconscious good will; it is a handshake with your market. It is not selling—but you can't sell successfully without it. Make this handshake a pleasant one — not gloved with too obvious selling. Make it more of a friendly greeting, with something that you know will be of interest to the other fellow. Put a smile into it, and you will find the follow up and the sale will go over that much more easily.



Advertising agencies are —the reputable ones anyway—collections of specialists, paid good salaries, and worth all or more than they get. On general publication advertising the commissions pay the freight. Many trade publications pay no commissions, and even counting in those that do, there is seldom sufficient revenue to allow the agency to make a profit unless a service fee arrangement or additional commission of some kind is worked out. Here is where a part of the blame rests upon the reputable agency group. We have not educated industrial advertisers on the economic wisdom of paying for our services in connection with trade paper advertising.

Industrial advertising copy should be even more carefully written than merchandising copy. It requires more study, more research, and a better job altogether to appeal to the man of intelligence on a purchase of importance, than it does to induce the average citizen to try a new brand of shaving soap.

Harvard Disappointed in Industrial Entries

Only twenty-four industrial advertisers submitted material to the Harvard Awards Jury this year. This poor showing is very disappointing to those who at considerable effort prevailed upon the Awards Committee to establish a prize for the best exhibit of industrial advertising.

The blame can not be laid at the door of the Harvard publicity committee, for it started early and mailed often; the advertising journals published frequent advance notices, and many local industrial advertising groups throughout the country urged their members to participate. Perhaps W. A. Wolff, who came back from the presentation dinner at Cambridge, a somewhat downhearted President of the N. I. A. A. has hit upon the real reason for the débacle in his conclusion that "Industrial Advertisers are suffering from an inferiority complex."

Presumably the industrial award will be continued at least for another year but unless greater interest is shown next time, it will very likely be discontinued.

The Real Radio Situation in Northern Ohio

— — *minus all misleading statements*



ebruary 9, 1927 ADVERTISING AND SELLING 71

The RADIO Situation in Northern Ohio

- - minus the "static"

National Radio advertisers who have studied the habits, buying power and merchandising possibilities of Northern Ohio for Radio sets and Equipment, placed 367,778 lines of advertising in ALL Cleveland newspapers in 1926. It was distributed as follows—

Plain Dealer	196,660 lines
Press	104,205 lines
News	56,913 lines

From its inception Radio has been fostered in Northern Ohio by The Plain Dealer. Long before any other Cleveland newspaper foresaw the possibilities of Radio as an extremely popular form of entertainment, The Plain Dealer printed authoritative articles and information constantly. Certainly this pioneering was responsible in great part for the tremendous interest and spectacular growth of Radio in Northern Ohio.

Responsiveness by Plain Dealer readers has been commensurate with the promotion. Today the volume of radio advertising and volume and character of radio news carried in the Plain Dealer warrants a continuation of this **leadership** in this fertile field—made up of prosperous families who are thoroughly sold on Radio.

HERE is the *best* place in the United States to SELL Radio through ONE newspaper

The Cleveland Plain Dealer

in Cleveland and Northern Ohio—ONE Medium ALONE—One Cost Will sell it

J. B. WOODWARD 110 E. 42nd St. New York | WOODWARD & KELLY 360 N. Mich. Ave., Chicago Fine Arts Bldg., Detroit | R. J. BIDWELL CO. 742 Market St., San Francisco, Cal. Van Nuys Building, Los Angeles, Cal. | R. J. BIDWELL CO. White Henry Stuart Bldg. Seattle, Wash.

Reduced facsimile of a full page advertisement appearing in the February 9th issue of "Advertising & Selling," according to Chicago Record Co. reports none of the figures given above are correct.

The radio lineage figures printed here are the totals for the 12 months of 1926, measured and certified by the Advertising Record Co., of Chicago, Ill., an independent advertising audit bureau to which all large Cleveland newspapers subscribe.

In this limited space we have tried to give you the *Real* story of Radio in Northern Ohio, but even more detailed figures than these—store totals, monthly totals, day-by-day reports, any radio lineage information you want may be secured either from The Press, or direct from the Advertising Record Co. of Chicago.

TOTAL RADIO LINEAGE

Press (6 days)	348,632
Daily Plain Dealer	66,241
Sunday Plain Dealer	285,064
Daily News	187,519
Sunday News	40,461

The Press, with no Sunday issue, published more radio advertising than the daily Plain Dealer, the daily News, and the Sunday News combined; more than five times as much as the daily Plain Dealer.

LOCAL RADIO LINEAGE

(Does not include Department Store Lineage)

Press	163,577
Daily Plain Dealer	9,061
Sunday Plain Dealer	91,683
Daily News	82,624
Sunday News	12,741

The Press, a 6-day evening newspaper, published more radio advertising for local merchants than the daily Plain Dealer, the Sunday Plain Dealer, and the Sunday News combined; eighteen times as much as the daily Plain Dealer, twice as much as the daily News.

DEPARTMENT STORE RADIO LINEAGE

Press	68,574
Daily Plain Dealer	7,925
Sunday Plain Dealer	18,889
Daily News	56,054
Sunday News	8,605

The Press—in 6 days—published more than twice as much as the daily and Sunday Plain Dealer combined, more than 8 times as much as the daily Plain Dealer, more than both other daily newspapers combined.

NATIONAL RADIO LINEAGE

Press	116,481
Daily Plain Dealer	49,255
Sunday Plain Dealer	174,492
Daily News	48,841
Sunday News	19,115

The Press, with no Sunday issue, published more radio lineage for National Advertisers than both other daily newspapers combined; more than twice as much as either other daily newspaper; more than the daily Plain Dealer, the Daily News and the Sunday News combined.

The Cleveland Press

NATIONAL REPRESENTATIVES:
250 Park Avenue, New York City
DETROIT : SAN FRANCISCO
FIRST IN CLEVELAND

SCRIPPS-HOWARD

ALLIED NEWSPAPERS, INC.
410 N. Michigan Blvd., Chicago
SEATTLE : LOS ANGELES
LARGEST IN OHIO

How Much Is Experience Worth?

A Left-Handed Answer to Mr. Hotchkin

By R. F. McDonald

MUCH as any man of 45 or over—and I am one of them—felt "set up" by Mr. Hotchkin's article—"Past Fifty" in ADVERTISING & SELLING for January 26—on the mistake of passing the older advertising man by, my gray matter, such as it is, rebels.

There is danger that some very important elements, which good business men instinctively rather than consciously know, will be slighted if you accept the argument for the older man.

Boiled down to its essentials, Mr. Hotchkin's plea is that men of experience are being passed up for sheer youth; that the man with years of advertising work behind him has much more to offer than the youngster. It is a very simple and a very human equation to put forth, Mr. Hotchkin, but does it really hold water?

In the last twenty-five or thirty years business has been learning something very significant. Paul M. Mazur, banker-merchandising expert with Lehman Brothers, New York, gave voice to it the other day in a speech. *"It is unsound to put too great a premium on experience,"* he said.

He continued by extolling the engineering type of mind, even for department store operation; and it is, of course, the engineering type of mind (roughly speaking) which has brought about significant changes in business. What are these changes?

Well, first, a denial of the idea that because you have had a long, even a successful experience at a particular business, you are, therefore, better than a man with no experience at that business.

As a matter of fact this new business idea is more than a denial; it is a reversal of the old idea. Men are being picked to head businesses *because* they have no experience in that field. We know now that men develop mental grooves, prejudices and predilections which almost preclude them from advancing. Granted that not all do; granted that there are many exceptions; nature certainly inclines that way. Who started the most interesting departure in watch making? Ingersoll—who was not a watch man. Who made the remarkable advance in biscuit and cracker-making? Green of the National Biscuit Company—who was not a baker. Bankers—as Mr. Mazur well knew—are constantly putting at the head of businesses men who know nothing of those lines of business. Why? Because their minds are supple and keen, and they are trained executives rather than merely experienced paint or automobile men.

Even in the selling field we have today little hesitation in hiring—one might rather say we have preference for—the salesmanagers or salesmen who do not know anything about the line.

It comes to this: *Experience is not trustworthy.* Years of activity at a line of work, no matter how successful, is no augury of ability to meet the demands of today. It often pains me, irritates and moves me to see men I know, of middle age, who, I am very certain, have wonderful stores of experience and ability. I quite often try to fit them into positions for clients of mine, and I confess that sometimes I am annoyed at my clients' hesitation in hiring them.

But later I realize that my feelings have warped my judgment; those men would really not fit.

AND why, precisely? Largely because of their habits of mind. Experience in plenty is theirs, but often not the mentality to digest it, to generalize from it soundly, and to adapt it to the new conditions of today.

Often the trouble is precisely that there has been *too much experience*, bringing with it a certain impatience with plowing over old ground, a certain vanity with regard to judgment, so readily formed in the old way on questions familiar to them.

This is quite well known to any man who hires people for important positions, and explains why they often turn to the malleable younger man. They don't want to have to train an old dog out of his old tricks. It is easier to train a young one.

But I must make myself perfectly clear. I do *not* believe that because he is older a man should be turned down.

I do not believe years have, necessarily, anything to do with it. But I also know that in far too many cases years *have* made the fatal difference, closed the mind, grooved the habits and made the temperament difficult to adjust to our bewildering new conditions, which often have no point of reference to old experience.

I WISH men of middle age would more often completely forget their experience, at least consciously, and tackle things with all the freshness of youth. I think Thomas Edison, Henry Ford, Cyrus Curtis, August Heckscher and other men past seventy do. Why can't others who are around fifty? It is absurd—and their own fault. They are mere whiners if they kick at fate for side-tracking them; these are not as good sports as are the old men of the African tribes who, when they feel out of the race, calmly ask the younger men to crack them on the head with a club. If there is a useless thing on earth it is a fussy, opinionated older man who is constantly harping on his experience, which he measures solely by years and not by brain work. Experience doesn't mean a thing.

A marble quarry is full of rock which has had millions of years of experience, but it is useless until a sculptor with a dream works on it and gives it form.

The young inherit the earth; but youth is a habit of mind, not a verbose diary of experience that is yellow with dust and corrosion. Be young at fifty and upward, start the learning process all over again every day, and the world will not think of doing without you.

"Oh, yes, the American Machinist is all right, but it wouldn't do me any good to advertise in it, because its readers are mostly machine tool builders."

That's a remark we run into now and then.

That remark is just as logical as would be the statement that the readers of the Saturday Evening Post are mostly automobile manufacturers because automobile advertising is an important factor in the Post.

Would automobile manufacturers buy space to advertise to each other? Not on your life! No more would machine tool builders buy space to advertise to each other.

Machine tool builders do advertise in the American Machinist. They do so because the Machinist is the machine *builders'* paper—the paper which the men who design and build the machinery of American civilization use as a source of ideas and a buying guide.

But machine tools are only one factor in shop equipment.

Small tools, transmission systems, conveyor systems, lighting systems, sanitary systems, flooring, steels, industrial ovens, motors, electric control systems, and so on, are all factors in the shop. And shop executives look to American Machinist each week for the news and the sales-stories of *all* these things.

If you manufacture any element for the metal working shop, American Machinist can widen your market and simplify your selling. Let us give you details.

American Machinist

A McGraw-Hill Publication-ABC-ABP

Tenth Avenue at Thirty-Sixth Street - New York

The 8pt. Page
by
Odds Bodkins



MISS LOUISE BACHE, director of the Bureau of Health Service, of Syracuse, is a shrewd student of human nature. She made an address last week at the New York Tuberculosis and Health Conference in which she advocated that health advertising be patterned after patent medicine advertising.

Said she: "We have had great success with newspaper advertisements that were almost identical typographically with the ads of patent medicine houses. There is a class of readers which never misses a patent medicine ad, and they recognize them by the heavy black type invariably used. When we want to reach these people we use the same kind of type, and the results are surprising."

One is reluctant to admit it, but one must face the fact that Miss Bache is probably right in her prescription for reaching the masses with messages about health.

Anyway, I sometimes wonder if we don't use too much typography and too little psychology in our type-setting these days.

—8-pt—

Advertising agency account executives who have to do a good deal of hard traveling to keep in touch with their accounts should find a crumb of comfort in the realization that this traveling helps them to be better advertising men. This thought came to me last night as I read Frank Wilson Nye's life of Bill Nye (Century Company) and came across this paragraph:

"Nye did not want to go stale. Rural life at Buck Shoals provided much good copy, but there was danger of monotony. Lecturing with its hardships provided change, stimulated new thoughts."

The account executive gets not only change and stimulus and new thoughts in traveling, but the contact with life in various sections helps him to keep a clear mental picture of the ultimate consumer which unquestionably influences all his work and thinking.

Returning to Bill Nye, I found the story of his life not only entertaining reading but interesting as giving a picture of the American life of yesterday—and full of shrewd understanding of human nature, which hasn't changed much since yesterday.

—8-pt.—

Modern merchandising en route: News butcher on 8 a. m. train, Springfield, Massachusetts, to New York: "N'Yoik papers—*Times, Herald, Woild, 'Merican,* crossword puzzles an' silver pencils."

—8-pt—

I have begun to furnish my London office. Last Saturday afternoon I picked up a small goblet-shaped Egyptian urn about five inches high, which I shall put on the long refectory table for an ash receiver: an attractive piece with color and atmosphere.

Also, I have come into possession of a small cedar box on the top of which is a section of an old map of Sicilia, in which I shall keep—well, whatever the spirit moves me to keep when I am in London.

This isn't the alley off which my London office opens, but it is not unlike it:



This happens to be the Old Watch House of St. Clement Danes Parish, Strand Lane, London.

The committee which planned the Harn luncheon at the Astor—and a memorable luncheon it was—certainly had the speaking under control. In the center of the dining room was a Stop-and-Go signal. When a speaker was introduced the sign flashed green for Go. A minute before his time was up the light changed to red, and a minute later a bell rang and the speaker was through. Very effective. Rotary, Kiwanis and Lions Club publications please copy!

—8-pt—

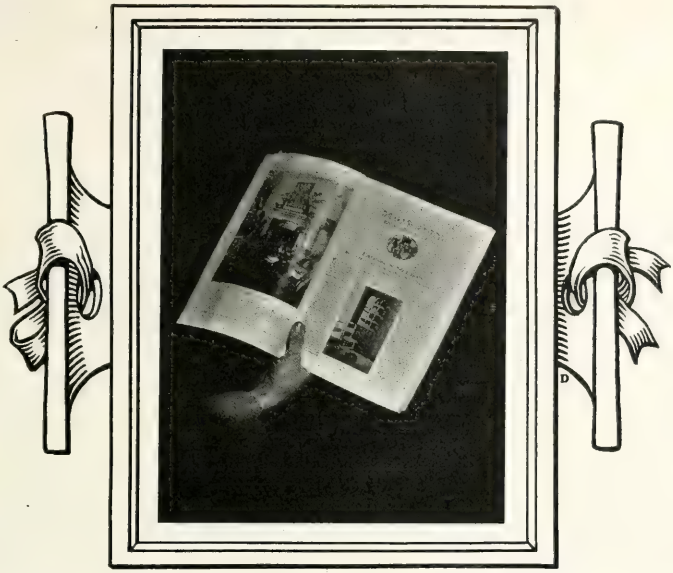
I have a fellow feeling for Eugene Field, as will many readers of this page, I suspect. Field found it hard to get down to writing. Indeed, he stretched it out into a sort of ceremony, according to Charles H. Dennis, author of "Eugene Field's Creative Years."

Dennis says that when Field had to get down to business, he first took off his coat and relieved his shoulders of the weight of his suspenders. If the weather was cold and the office chilly he donned a shapeless old baggy garment, but usually he wrote in his shirt sleeves. He took off his shoes and put on a pair of disreputable slippers which dangled from his toes when he elevated his feet—as he invariably did—to the top of his desk. His trousers he rolled high above his ankles. Then he seated himself sideways and threw his legs over the corner of his desk so that he sat on his spine.

Taking an oblong of stiff cardboard, he placed upon it a sheet of paper with ruled black lines and a blank sheet of paper over that. These he sometimes held on his knees while he wrote, and sometimes he rested them upon the edge of his desk. He kept at hand a collection of colored inks and generally he would begin his work by constructing an elaborate initial letter, all red and blue and gold, or otherwise strikingly illuminated.

I can't draw elaborate initial letters, but I have almost as effective a device for postponing the moment of starting. I write the word "Soap," making a large, fancy "S," getting larger and fancier with each repetition.

What's yours?



NO STATIC — —!

IN

THE HOUSE BEAUTIFUL

EDITORIAL PROGRAM

But a perfect reception in over 80,000 homes whose readers are interested **first** in building, decorating, furnishing—and, of course, a colorful garden.

READER INTEREST?

Well, for instance **2000** letters per month asking our Home Builder Service Department for helpful advice.

CIRCULATION 80,000 NET PAID (ABC) REBATE-BACKED, GUARANTEED—ACTUAL DISTRIBUTION 90,000 COPIES

BUY ON A RISING TIDE

THE HOUSE BEAUTIFUL PUBLISHING CORPORATION

A Member of the Class Group

8 ARLINGTON STREET BOSTON, MASS.

Sales Promotion Hints for the Declining Product

[CONTINUED FROM PAGE 20]

new uses for old products—uses which the manufacturer never thought of until he found himself with his back to the wall.

* * *

HERE is a second possibility. In a slowly declining industry those who stick it out may go on increasing their individual businesses from year to year. A case in point is the cigar industry. Says one cigar man, "Every time a cigar smoker dies a cigarette smoker is born." It is not quite as bad as that, but there are no more cigars smoked today than there were a good many years ago.

What happened when the industry originally stopped short? Well, first of all the little companies, the badly managed companies and the poor-product manufacturers naturally quit. In the last twenty years hundreds of cigar manufacturers have gone out of business. So although there was a lower per capita consumption of cigars there were far fewer manufacturers in the field to whack up the business.

Incidentally, the more thoughtful cigar men were willing to admit that cigarette *advertising* had been as much their undoing as the cigarette itself. So cigar advertising grew commoner. Standards of quality were boosted here and there.

And out of the field emerged new giants such as the General Cigar Company with its Robt. Burns and White Owl, the Congress Cigar Company and its spectacular La Palina, the G. H. P. Cigar Co. and its El Producto, recently absorbed by the Consolidated Cigar Co. At least a half a dozen good ten to fifteen cent cigars are now enjoying individual sales volumes which twenty years ago were unheard of.

When an industry declines it may pay to sit tight. Certainly that has proved to be the case with the better cigars. It is even true, more or less, of snuff. It is hard to believe that one pound of snuff is still sold to every ten pounds of pipe and chewing tobaccos, but that is what the figures show. Only the other day a newspaper carried this item:

> The American Snuff Company for 1926 shows net income of $1,673,449, after charges and Federal taxes, equivalent after preferred dividends, to $13.05 a share earned on $11,000,000 common stock. This compares with $1,640,157, or $12.75 a share, in 1925.

And bicycles? Not so dead. Not so dead. In 1914, 299,029 bicycles were manufactured. In 1923, 486,177.

In face of declining business the first to quit are usually the weaker sisters. As they are the majority in any line of endeavor, the desertions may be numerous indeed. So those who remain find that their seemingly heroic determination to keep on turns out to be simple common sense. Business on the whole may decline fifty per cent, but with only twenty-five per cent of the old manufacturers to share it, some new individual volumes are reached.

* * *

In the third place, a decline may seem impending when there still remains a vast market for the product which has never been developed. Thus electric refrigerators seem to threaten the plain ones. But the plain refrigerator manufacturers discover that about forty per cent of the homes have no refrigerators at all! So the crepe is rolled up and put away in the trunk with a smile.

The ice manufacturers see the electric refrigerator as a menace until they discover that few of the "ice-box" owners use any ice during half of the year or so. Investigation shows that an ice-filled plain refrigerator in winter months well keep food in better condition than back stoops, cellar shelves or pantries. So there's hope in the ice business yet.

The heating business is in a similar situation. Hot air furnaces have been replaced increasingly in recent years by steam and hot water systems. But thousands—perhaps millions—of houses were still worrying along with stoves. Their next step was in the direction of a hot air furnace. The appearance of the pipeless furnace opened up a new market.

* * *

SOMETIMES the manufacturer is left with goods which are unsalable because of a change in style. In this case he may find purchasers in an entirely different group either within or without the United States.

The housewives of the Pennsylvania Dutch section held to scrubbing brushes for dirty floors long after mops had replaced brushes just across the York State line.

When a freak style of derby hats fell flat in New York City some years ago, the remainders were exported to the west coast of South America where they were easily sold.

Many farm homes were buying organs up to a few years ago—*vox humana* stop and everything. It has been only during the past ten minutes, relatively speaking, that the mail order houses found that organs were no longer worth listing.

A chain of small department stores has its home store in a big city. The next branch is in a smaller city about fifteen miles away. Five miles farther away is another store in a still smaller village. Seven miles north stands the fourth store in a little rural community. When merchandise goes dead in Store No. 1, it is often transferred to Store No. 2, where it can be sold at a normal profit. Sometimes it travels to Store No. 3 or 4 before it is sold, but each successive step away from the big city seems to make the declining goods more salable.

* * *

After years of almost complete retirement, the derby is reappearing in noticeable numbers. The opera hat is staging a comeback. It is predicted that even the stately Inverness has prospects of a bright future. A cable dispatch from London notes beards on youths and a growing trend toward moustaches.

Here we have what McDougall calls "contra-imitation"—a force which in some cases has come to the rescue of the manufacturer in a declining industry. When a certain make or definite type of commodity wins almost universal acceptance, growing numbers of consumers who "want to be different" turn to less known or unknown makes or to commodities of an entirely different type. Most of us can recall cases where this force of contra-imitation came into our own lives. Even loyal advertising men have been known to bring home goods which have never been advertised "just to have something a little different, my dear."

One manufacturer whose sales were declining got sage counsel from a young advertising agency man who wears military spectacles. He said something like this: "We have talked freely about the success and popularity of this product. It has been one factor in getting you the leadership. Now that sales are slipping, I think we had better stop talking success. We want to get over rather a feeling of exclusiveness. I think that many women now feel that your goods are too common. Let's not foster that feeling by talking about our popularity."

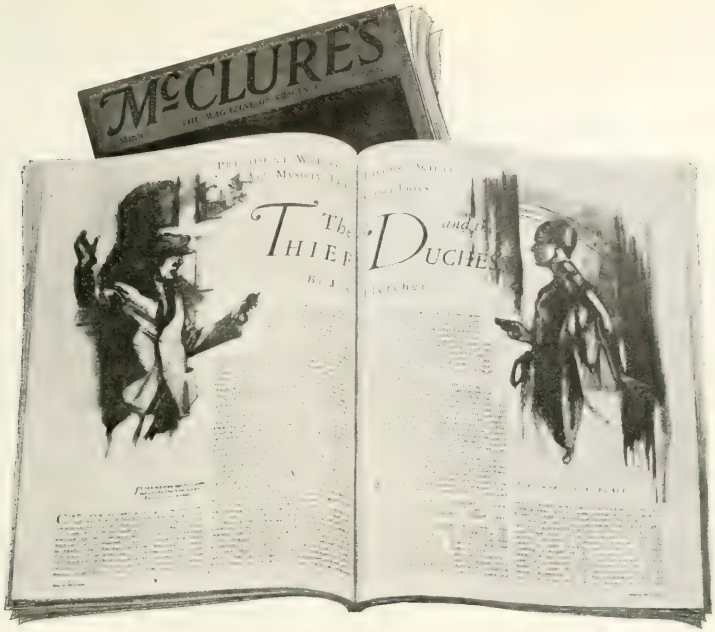
The product then dropped its popular type of advertising and adopted instead an exclusive type of advertising. Evidently the reasoning was correct, for the sales line of this item again resumed its upward swing.

So while most people want to follow the crowd, they do so only up to a certain point. Then comes the desire to be different. The man with the declining commodity can sometimes capitalize on this very thing.

* * *

T is frequently possible to marry a rising type of product to a declining one, just as an infusion of peasant blood can throw new life into an earl's family that has for too many generations inbred on other blue blood.

So we see the phonograph married to the radio. That did not work very well at first. The old-style phonograph made too poor a musical showing when contrasted with the realism of radio reception. So the next step was to adapt certain principles of ra-



WOODROW WILSON, we believe, was one of the greatest exponents of clear, concise English. Like other men of intellect he enjoyed good fiction. In fact, J. S. Fletcher, author of "The Thief and the Duchess" which appears in the March McCLURE'S, was his favorite writer of mystery tales.

You'll also find in this same issue a powerful short story, "The Magdalene," by the famous and popular Nina Wilcox Putnam.

In combining natural reader interest, which such editorial features create, with a fast growing circulation built through newspaper advertisements reaching more than 20,000,000 readers every month, McCLURE'S produces a very satisfactory volume of sales for advertisers. Keen buyers of space, having found that it pays, always—

include McCLURE'S!

The New McCLURE'S
The Magazine of Romance

R. E. BERLIN, *Business Manager*
119 West 40th St., New York
Chicago Office, 360 N. Michigan Ave.



JUST EMASHUN!

A single advertisement in January DRUG TOPICS on a new drug store item pulled 832 inquiries from drug stores, while a Saturday Evening Post advertisement on the same product was bringing in 24 drug store inquiries, and Liberty exactly 18.

* * *

The figures from **all sources** were:—DRUG TOPICS . . 856—SATURDAY EVENING POST . . . 83—LIBERTY . . . .99.

* * *

Of course, we have permission to mention the advertiser's name to responsible parties. And, we will be glad to tell those parties precisely what we told him when his advertising was first discussed: That DRUG TOPICS space is **not** sold on an inquiry producing basis.

* * *

Analysis of these returns show DRUG TOPICS pulls from **all** types and sizes of drug stores—from the largest down town city store to the picturesque country drug emporium.

* * *

This result of a single advertisement in DRUG TOPICS (which is not at all unusual) throws a piercing light on DRUG TOPICS coverage, DRUG TOPICS reader-responsiveness and the additional DRUG TOPICS accomplishments that assure DRUG TOPICS leadership!

* * *

INVENTORY

The lipsticks that I sold to Widow Snow—
The powder, rouge and all the so-and-so,
Made her appeal so great to rich old Kline
He married her—with three kids under nine!

* * *

HELP, HELP!

As we are whipping this into shape, the pitter-patter of bids for assistance falling on our desk include:

* * *

Finding a window display expert for the San Antonio Chamber of Commerce—

* * *

Locating a lucrative opportunity for an Edinboro (Scotland) pharmacist whose doctor has advised him to seek outdoor work—

* * *

Deciding whether or not cigarette companies will be indelicate in openly soliciting the trade of female faggists through the medium of the corner drug store—

* * *

Telling a national magazine publisher a whole lot about small town tooth paste preferences—

* * *

And bringing together an ex-major of the Prussian Guard and an American manufacturer on the look-out for increased business in the Rhineland.

* * *

Nor is that all, although it is sufficient to show that on the drug trade highway all signs point to DRUG TOPICS as headquarters for drug trade information.

* * *

IRREDUCIBLE MINIMUM

"Mark my words" howled the old time pharmacist at the Don Juan soda jerker—"If your brains get any smaller you will be able to use a nipple for a bathing cap."

* * *

MUCH OBLIGED

A prominent New York agency says some nice things about a survey on the talcum powder situation recently conducted by us. They found it most useful in connection with one of their accounts.

* * *

Always glad to help provided the product is in the drug trade—or really is deserving of a place in the drug trade.

* * *

FROM A DRUGGIST'S DIARY

Stealing some of my own stuff, when I told her I could not get off to take her to the dance she had her hair all frizzed to go to, she came back at me this way: "Say, you're as unreliable as a cut-rate drug store."

* * *

AIN'T GOIN' RAIN, ETC.

In his merchandising story in September DRUG TOPICS, Ned Mitchell of the Liggett chain mentioned a new kind of ukulele which was selling fast in their stores.

* * *

Recently an Indiana druggist wrote to ask us the name of the manufacturer of the instrument—

* * *

Which is proof number 1,596,291 that druggists read DRUG TOPICS from cover to cover and file their copies for future reference.

* * *

And, in addition, another tile in the Mosaic of evidence that the immediate returns from DRUG TOPICS advertising are only a partial indication of the value of that advertising.

* * *

Drug Topics

The National Magazine of the Drug Trade

TOPICS PUBLISHING CO., Inc.

Also Publishers of
WHOLESALE DRUGGIST,
DISPLAY TOPICS,
DRUG TRADE NEWS

291 Broadway, New York
Atlanta Chicago St. Louis
Boston Cleveland San Francisco

dio sound reproduction to the phonograph. This resulted in instruments of the Victor Orthophonic type. The method of recording was revolutionized. The members of the band or orchestra could arrange themselves just as they do in real life. The whole pianoforte keyboard could now be reproduced. The prima-donna could sing more as she did on the concert or opera stage.

The grandmotherly coal stove was married to the gas stove. Perhaps the next step will be to marry an electric stove to a gas stove.

Today's desire for quick action may in certain cases offer a key to increasing the sales of a declining commodity. Oatmeal, in the good old days of deliberation and relaxation, used to be left on the stove all night. It required at least two and a half hours of cooking before it was digestible. Then came the steam-cooked H-O Oatmeal which was partly cooked at the factory. Twenty minutes on the stove was sufficient for this newer type of oatmeal. More recently oat breakfast foods have appeared which are thoroughly cooked after only *three* minutes rest on the stove. If this greater speed had not been designed into oatmeal, it is easy to imagine that this celebrated food for Scots might by now have been declining to the point of extinction.

Entirely new factors may bring back the dying. Thus the old iron waffle iron was not gaining in popularity, but the new electric waffle irons are. With them you are almost sure to get a perfect waffle every time. You make your waffles on the dining room table instead of over the hot kitchen stove.

* * *

THE advertising of declining commodities presents certain difficulties which at times call almost for the ministrations of supermen.

It is not strange if the manufacturer is restless. It is not odd if he rushes from one experiment to another in his attempts to stem the tide. But that way lies danger.

One wise veteran executive who had weathered many a business storm was shown some advertising copy for his approval. He read it over slowly and passed it back. "No," he said, "It is written in the wrong vein. It protests too much. Between the lines I can sense a certain degree of desperation. It has too much selling punch.

"No," he repeated again, "We're losing. We cannot afford to give the fact away in our advertising. Our best chance in advertising lies in talking just as though our expectations were greater than ever. Be powerful—but in a relaxed way. Put a bright and even happy face on your advertisement. Don't let that panicky feeling show. Keep out any reference to the competition that is bothering us."

This is pretty good advice to almost any one manufacturer advertising a declining product. He needs the most experienced help he can get. And sometimes it takes the highest kind of skill to keep from showing anxiety in advertising. One advertising agent I know seldom tells the copy writer when things are going poorly with the advertiser. He justifies his attitude by saying that he withholds the bad news in the interest of his client. He says that this is the one sure way to keep the worried feeling out of copy.

A group of cigar men got together.



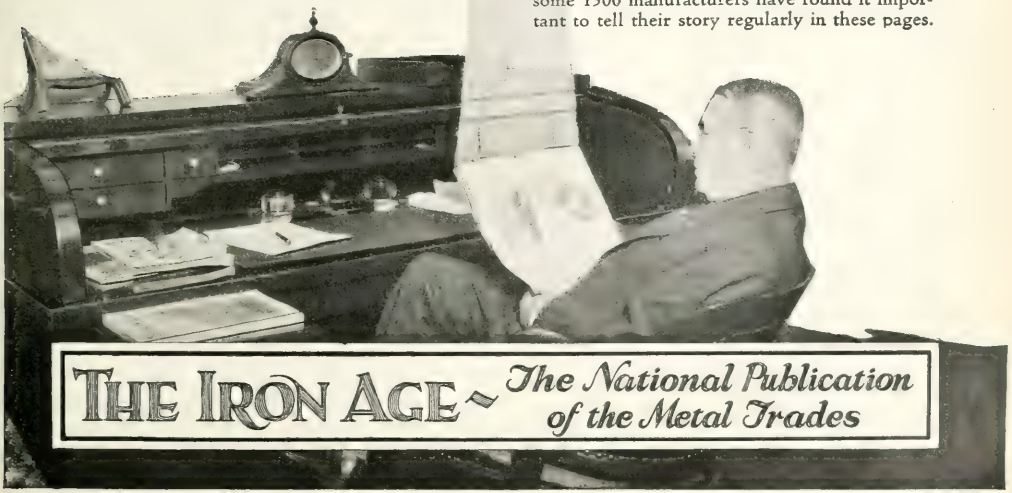
Special Articles Must Be Accurate and Complete for General Manager Detail

When he reads about a new plant, he wants to know all the details. He wants an article teeming with facts—not figures of speech. Needless to say, this is the kind of article that is hard to prepare.

Information must be obtained from headquarters; in many cases where headquarters are not entirely convinced that the information should be given out. Drawings, photographs, special data on equipment must be obtained under the same handicap—all of which take the time of specially trained men who through their integrity and long service in the field have entrée to important plants. The result is that Mr. Detail gets, in few words, the outstanding authentic facts.

That's why he reads THE IRON AGE

His experience is duplicated throughout the metal trades field. And it is undoubtedly true that these men who have learned to put confidence in the editorial sections think of the advertising pages under the same auspices and consider them just as trustworthy. Accordingly some 1300 manufacturers have found it important to tell their story regularly in these pages.



Our audited circulation report of the A. B. C. for the year April 1, 1925, to March 31, 1926, tells the story of Brooklyn supremacy. And 80% of this circulation is delivered right into the heart of the home.

Our increase in advertising linage or 32% or 1,727,054 lines for 1926 must have come from satisfied advertisers.

The population of Brooklyn is larger than four of the new England States. It is a market easily cultivated.

USE THE

Brooklyn Daily Times

LORENZEN & THOMPSON, Inc.
19 West 44th St., New York, N. Y.
122 S. Michigan Blvd., Chicago
Kohl Bldg., San Francisco, Cal.

They worked out a slogan which as I recall it, read "Be a man—smoke cigars." Some of them were convinced that the sentence was a winner. It would make the cigarette smokers self-conscious. But their slogan was a fine example of desperate selling language which betrayed the fact that the originator was on the losing side.

Similarly, the biggest manufacturer of Turkish cigarettes let his anxiety show too much when some years ago the blended cigarette dramatically passed the Turkish type in popularity. The blended cigarettes came in what the tobacco man calls "paper cups": a cheaper type of package than the trim pasteboard boxes which held and still hold the all-Turkish cigarette. This manufacturer spent thousands of dollars on advertising that tried to make buyers of paper-cup cigarettes feel like cheap skates.

Needless to say the advertising got nowhere. That kind of advertising doesn't. The public cannot be clubbed into running back to the product it is deserting. And next to a winner the public's warmest feeling goes to the good loser.

Declining products are often helped by youthful advertising. The container may carry an old fashioned trademark. The advertising may be done in the spirit of '93. The product may have the same possibilities today that it had years ago, but its old-fashioned setting holds it back. One toilet preparation has recently been wonderfully revived through the use of ultra-modern advertising.

Remember Uncle Archie's Lesson on Advertising, No. 68A: The task of advertising years ago was to convince the public that the product was *reliable*. In the age of *caveat emptor* all goods were under suspicion. Hence it was valuable to utter such solemn assurances as: "The standard of quality for half a century."

Uncle Archie continues: Those days are past. The public now realizes that it is, generally speaking, unprofitable to advertise sub-standard merchandise. So quality assurances and boasts of long experience are less valuable. The new is more interesting than the old. So the declining old product has the advertising problem of looking and acting as young as it can.

The youthful technique in many cases is furnishing just the gland extracts that the old timers need!

Snow Stuff

[CONTINUED FROM PAGE 28]

transportation interests rather ignored the winter. The summer resorts merely closed at the end of October until the following May. Some places, in fact, tended to soft-pedal on winter and pretended they had none, the supposition being that their patronage hibernated all winter and pulled the hole in after them, and that if anybody really wanted a winter holiday, well, let him go to Switzerland or some place like that. The American public, generally, was not yet "sold on the idea" of two holidays *per annum*, and certainly not on winter sports; and the few brave pioneers of winter sports, such as the Chateau Frontenac at Quebec and the Lake Placid Club, had to keep pounding away on a hard, hard board before



A New Detroit Hotel With A Definite Purpose!

Equipped in the finest and most modern manner—designed by a firm of world-famous hotel architects—directed by a man thoroughly versed in every phase of hotel management, the function of the new Savoy in Detroit will be to supply first-class hotel accommodation at moderate rates.

The Savoy has 750 rooms with baths, and is situated just six short blocks north of Grand Circus Park, on Woodward Avenue at Adelaide Street.

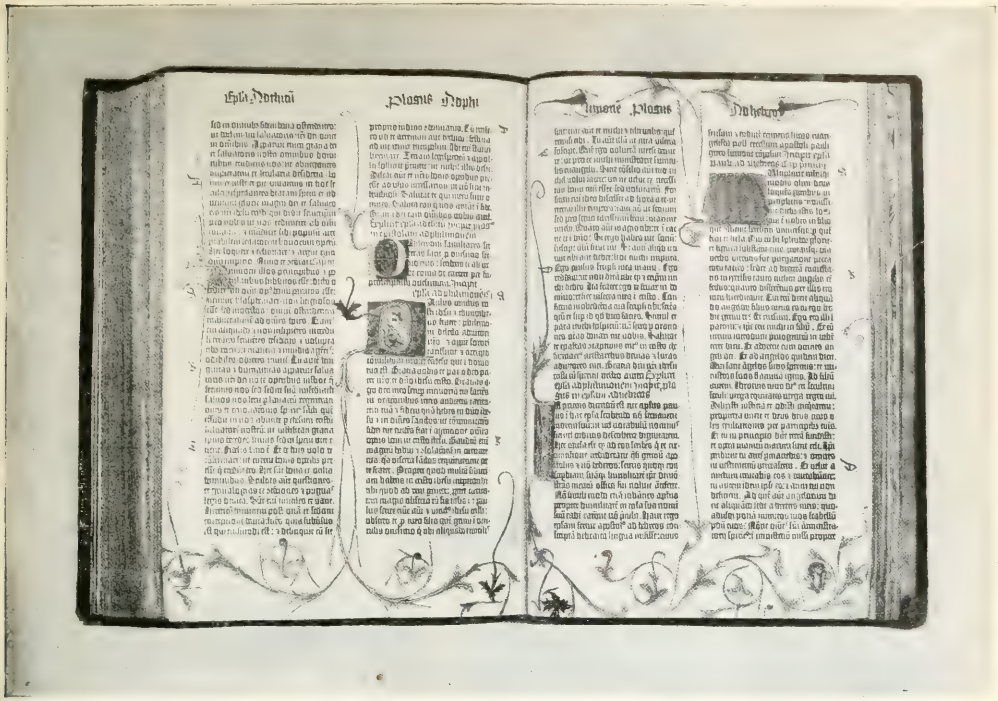
It was designed by Louis and Paul L. Kamper (architects of the Detroit Book-Cadillac Hotel) and has as its managing director, A. B. Riley, formerly manager of the Bancroft Hotel, Saginaw, Mich. The Savoy's rates are $2.50, $3.00 and $3.50, with suites and sample rooms ranging in price from $5.00 to $12.00.

The cuisine of the Savoy is unsurpassed. Outstanding features of the Hotel are the Bohemian Room, the Coffee Shop and the Food Shop—the walled-in Garden Court—the International Suites (each decorated in the national style of some foreign country)—the 20-chair barber-shop and the 18-booth beauty parlor—the Emergency Hospital, with a nurse in constant attendance—the Valet and Checking service—the Florist's Shop—the Humidor—and the Gift Shop.

The Savoy opens for business on September 15.

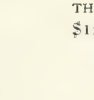
A. B. RILEY, *Managing Director*

SAVOY Hotel
Detroit



THE FAMOUS GUTENBERG BIBLE SOLD TO MRS E. S. HARKNESS FOR $120,000 WHO PRESENTED IT TO YALE UNIVERSITY LIBRARY

for Collectors *and* Connoisseurs



INTERNATIONAL
STUDIO
119 WEST 40TH STREET
NEW YORK

IN the America of today, fine and applied arts in all their wide range of interest are adequately represented by one publication only—International Studio.

IN keeping with its character, International Studio aims to exemplify the standards of the connoisseur—in its typography, in its printing and in its illustrations.

HERE is a clientele composed of men and women who have made the United States, during the past few years, the greatest market in the world for paintings and porcelains, tapestries, rare furniture and other works of art—collectors who are spending literally fortunes in pursuit of art treasures.

INTERNATIONAL Studio is authoritative and individual. There is no other publication like it or comparable, among class publications. Forward-looking advertisers and agents see its worth in that they are buying a new kind of circulation that is not worn out nor overworked.



picture readers —all!

THE plumber, the garage man, the carpenter, the man who works with tools of any kind. In the aggregate he is the consuming public for many a substantial business. In many ways he's a better educated man than you or I—and his only possible way of learning the vast number of things he does learn about new tools, new uses, is by *pictures*.

Time is too short, memory too fleeting, to retain the story of type, but he *does* see and remember the story of pictures. And the beauty of a picture is that it's all there in one glance.

For three generations we have helped advertisers, publishers and printers to make their pictures TALK. The best picture in the world is no better than the photo engraving that reproduces it.

Gatchel & Manning, Inc.

C. A. Stinson, *President*

[Member of the American Photo Engravers Association]

Photo Engravers

West Washington Square ⟷ *230 South 7th St.*

P H I L A D E L P H I A

they found much result. But now there is a great change of heart; and we can here quote C. B. Foster, passenger traffic manager of the Canadian Pacific Railway, whose words, while primarily spoken of Canada, can be applied to the whole North of this continent.

"Capitalize the winter and make two tourists come where one or more came before," he said in a recent interview. "It is mere head-in-the-sand foolishness to ignore the fact that Canada, like every other temperate zone country, has four seasons. Why should we not tell the world that the Canadian winter is what it is—a season of the keenest exhilaration and the fullest life-giving qualities if it is put to its most complete use?"

And some erstwhile summer resorts *are* capitalizing the winter! In a recent issue of the *Boston Transcript*—that paper whose admirable Travel Section is one of the finest things of its kind—I find advertised eighteen winter resorts in New Hampshire, two in Maine, four in Massachusetts, three in Vermont and three in Quebec. Then there are certain places in the Northwest—such as St. Paul and Banff—which have recognized winter sports carnivals that draw (although from a more restricted clientele) large crowds. Here is one typical advertisement:

A Week End Romp

With all the outdoor fun at the.....
Every outdoor sport—ski-ing, skating, hockey, toboggan chutes and ski-jumps. Then the indoor amusements, with open fires, cards, dancing!

The copy concludes with the phrase: "Only 3¾ hours from Boston," which to some extent is significant.

Winter sports do not have a very strong long-distance appeal. Winter vacationists will willingly go thousands of miles to a warmer place, but not to a colder one. To succeed as a winter resort, it must be close to a center of large population. That, of course, can be inverted; big stores of the big cities are missing a bet if they overlook the business that can be developed in winter sport equipment, right at home.

RECENTLY, for example, I rode up north from Montreal to the Laurentian Mountains on the Sunday morning "Ski Special" train, dropping passengers off at a score of little villages. Believe it or not, we had close to 500 people on that train, mostly young people—"found money" for the railroads, for those little villages, for the sporting-goods dealers. This ski-ing business, which during the last four or five years has found so phenomenal a following as to have eclipsed almost all other winter sports and to have outdistanced even golfing in the rapidity of its popularity, has created a tremendous demand for a certain type of equipment—not high-priced, as in golf, but nevertheless specialized and not adaptable to any other use. An advertisement by a retail sporting-goods store, lying before me, includes not only skis, at prices ranging from $5 to $12, but also ski-poles, ski-boots, ski-mitts, ski-pants, ski-caps, ski-gauntlets, heavy wool sweaters, wind-break sweaters, and leather coats.

And, as in other sports, the day of nondescript costume is passing. Just as no one now plays golf in the bicycle-knickers and everyday coat that Vardon, Braid and the champions of yes-

teryear wore, even in their photographs, but in a special and jaunty costume that would never be mistaken for anything else, so for ski-ing one does not wear "any old thing," nor even the things that one would go tobogganing or skating in. Here for example, are the young chaps, very trim and workmanlike in their deep blue ski uniform, the trousers tightened up like a jockey's as they enter the top of the big ski-boots, their coats tucked, shirt-like, into the tops of their pants, their little visor-like big-peaked caps stuck saucily on the side of their heads —every superfluous item, such as a flapping jacket, discarded, but warmth conserved. No wonder that they can soar so easily, bird-like, through the air!

And then the girls! Another advertisement tells me that the *de rigueur* wear for the ski-girl this winter is a belted suit, built upon Scandinavian models, of blue suede leather, trimmed with a squirrel collar and crowned by a tambaret hat. *Vogue* and the other women's magazines have published the plates.

And so with tobogganing, skating, bob-sleighing, snow-shoeing and other forms of winter sports. Take this game of hockey. When Tex Rickard went north and discovered hockey, and particularly its spectacular features, and returned to introduce it to Madison Square Garden a couple of seasons ago, no one was probably more astonished than he at its sudden popularity.

Big league professional hockey, two or three nights a week, at once became a regular feature of the life of several eastern cities of the United States—and almost a society function. Magnificent new rinks were built or old ones built-over to accommodate the crowds it attracted; the Canadiens, the Maroons, the Cougars, the Pirates, the Rangers and so on, broke over night into the big city sporting columns. Simultaneously amateur and college hockey felt a great impetus and are carrying on more intensively than ever in their past history.

What are the effects of this new winter spectacle upon other night amusements, such as theatres and movies, I cannot speculate; but I can say that in the city where I happen to live, which is hockey-mad, the organizers of banquets, dances, committees and political rallies try to avoid Tuesday, Thursday and Saturday evenings because those are the hockey nights, and the effect upon their attendance would be discouraging to say the least.

Convention Calendar

MARCH 10-12—Mid-Year Conference of the Financial Advertiser Association, New Orleans, La.

MARCH 11-12—Conference of Advertising Club Presidents and District Chairmen, International Adv. Ass'n, Hotel Statler, Detroit.

MAY 9-11 — Semi-Annual Convention of the Association of National Advertisers, Detroit, Mich.

JUNE 26-30—International Advertising Association, Denver, Colo.

OCTOBER 19-21—Direct Mail Advertising Association, Chicago.

Naturally it is hard for many people *outside* Detroit to realize that in five years the Detroit Times has attained to practically *equal* division of the evening field and has far outrun an old-established Sunday newspaper in circulation.

The NEWS DIGEST

A complete digest of the news of advertising and selling is here compiled for quick and convenient reference ☞ The Editor will be glad to receive items of news for inclusion in this department ☞ Address ADVERTISING AND SELLING, Number Nine East Thirty-eighth Street, New York City

CHANGES IN PERSONNEL—(*Advertisers, etc.*)

Name	*Former Company and Position*	*Now Associated With*	*Position*
H. M. Coale	The Autocar Co., Ardmore, Pa.	Same Company	Gen. Sales Mgr.
George L. Sargent	Sargent & Co., New Haven, Conn., Vice-Pres.	Same Company	Pres.
Ziegler Sargent	Sargent & Co., New Haven, Conn., Treasurer	Same Company	Vice-Pres. & Treas.
H. R. Eicher	Duro Pump Co., Dayton, Ohio, Sales Pro. and Adv. Mgr.	Same Company	Ass't Gen. Sales Mgr.
H. O. Meister	Hyatt Roller Bearing Co., Newark, N. J., Ass't Sales Mgr.	Same Company	Gen. Sales Mgr.
B. Morley	Kelsey Wheel Co., Detroit, Sales Mgr.	Same Company	Vice-Pres. & Gen. Mgr.
C. K. Woodbridge	Dictaphone Corp., New York, Pres.	Electric Refrigeration Corp., Detroit	Executive Vice-Pres. & Gen. Mgr.
L. C. Stowell	Dictaphone Corp., New York, Vice-Pres. in Charge of Sales	Same Company	Pres.
William A. Gellerson	Libby, McNeil & Libby, Chicago, Mgr. Cal. Fruit Div.	Same Company	Vice-Pres.
Roy L. James	Libby, McNeil & Libby, Chicago, Gen. Sales Mgr.	Same Company	Vice-Pres.
J. J. Ruch	Modern Appliance Co., Kansas City, Mo.	Coffield Washer Co., Kansas City, Mo.	Adv. Mgr.
M. B. Sands	The Erickson Co., Inc., New York	Dictaphone Corp., New York	Gen. Sales Mgr.
Fred G. Bell	Zobell Electric Motor Corp., Garwood, N. J., Pres. and Gen. Mgr.	The Shepard Electric Crane & Hoist Co., Montour Falls, N. Y.	Executive Dir.
E. Bromley	Waypoyset Mfg. Co., Pawtucket, R. I.	Dartmouth Mfg. Corp., New Bedford, Mass.	Gen. Mgr.
Beatty Stevens	The Shepard Stores, Boston, Sales Mgr.	Abraham & Straus, Inc., Brooklyn	Adv. Mgr.
Roy A. Fryer	Joseph & Feiss Co., Cleveland, Mgr. of New Business Div.	Electric Vacuum Cleaner Co., Inc.	Adv. Mgr.
M. C. Morrow	Westinghouse Electric & Mfg. Co., East Pittsburgh, Pa., Ass't to Gen. Mgr. Merchandising Dept.	Same Company	Ass't Sales Mgr. Merchandising Dept.
H. M. Kinne	F. F. Schmidt Printing Co., Milwaukee, Dir. Mail Adv. Director	Same Company	Vice-Pres.
D. Wanamaker	Talking Machine Journal, New York, Western Mgr.	Grigsby-Grunow-Hinds Co., Chicago	Dir. of Adv. & Sales Pro.

CHANGES IN PERSONNEL—(*Agencies, etc.*)

Name	*Former Company and Position*	*Now Associated With*	*Position*
P. R. Hume	The Tauber Adv. Agency, Washington, D. C.	The Keelor & Stites Co., Cincinnati, Ohio	Acc't Executive
Philip A. Lukin	Charles Austin Bates, New York, Copy	Same Company	Business Mgr.
F. Odone	Bissell & Land, Inc., Pittsburgh	Spector & Goldensky Phila.	Copy Chief
Maxwell Swain	Penton Publishing Co., Cleveland, Adv. Dept.	McClure & Wilder, Warren, Ohio	Acc't Executive
Herbert B. Benjamin	National Cloak & Suit Co., New York, Adv. Mgr.	The Benjamin Service, New York	Pres.

The paper selected by your dealers in Detroit is the home newspaper

WHETHER you advertise banjos or bananas you rely on the local outlet and the moulding of local opinion to sell your goods. Why not analyze the local merchants' use of the advertising dollar? In the Detroit market, The Detroit News—the home newspaper—carried 21,028,742 lines of local advertising while the other two papers carried about 8,000,000 lines each—which indicates how Detroiters, who know whence come their customers, rely on The News. Likewise The Detroit News led the other two newspapers in practically every selling classification of advertising and in national advertising. And altogether it led all other American newspapers in advertising in 1926.

In these classifications The News led all other Detroit newspapers. In most of them it carried more lineage than all other newspapers combined.

- Automotive
- Department Stores
- Drug Stores
- Educational
- Electrical
- Footwear
- Furniture
- Grocery and Food
- Household Articles and Equipment
- Hardware, Sport Goods
- Jewelry, Watches, etc.
- Musical Instruments
- Radio
- Rotogravure
- Tobacco
- Toilet Articles and Shops
- Men's Wear
- Women's Wear

The Detroit News

Now 365,000 Sunday Circulation The HOME newspaper *Now 330,000 Weekday Circulation*

Advertising & Selling • The NEWS DIGEST • Issue of Mar. 9, 1927

CHANGES IN PERSONNEL—(*Agencies, etc., continued*)

Name	*Former Company and Position*	*Now Associated With*	*Position*
A. A. Levenseller	Austin F. Bement, Inc., Chicago	Grenell Adv. Agency, Detroit	Copy
E. M. Cameron	H. A. Selmer, Inc., New York Adv. Mgr.	William Green, A Corp., New York	Acc't Executive
J. W. Goldstein	John Ring, Jr. Adv. Co., St. Louis	Same Company	Vice-Pres.
C. F. Pietch	H. W. Kastor Sons, Chicago	The John H. Dunham Co., Chicago	Acc't Executive
H. D. Leopold	Brunswick-Balke-Collender Co., Chicago, Adv. Mgr.	Dearborn Adv. Agency, Chicago	Vice-Pres.
Alexander Slavitt	Wales Adv. Co., New York, Copy Chief	The Lawrence Fertig Co., Inc., New York	In Charge of Service
Charles L. Barnum	American Radiator Co., New York, Comptroller.	Cowan, Dempsey & Dengler, Inc., New York	Research
Ross S. Llewellyn	Ludlow Typograph Co., Chicago, In Charge of Direct Mail Dept.	Superior Adv. Service, Inc., Chicago	Prod. Mgr.
Harold I. Orwig	Roche Adv. Co., Chicago, Copy	The Buchen Co., Chicago	Copy
F. G. Brownell	Aetna Life Insurance Co., Hartford, Conn., Adv. Dept.	The Moss-Chase Co., Buffalo	Member of Staff
E. R. Strempel	The Matthews-Northrup Works, Buffalo	Niagara Lithograph Co.	New York Sales Staff

CHANGES IN PERSONNEL—(*Media, etc.*)

Name	*Former Company and Position*	*Now Associated With*	*Position*
Albert E. Winger	Alco-Gravure, Inc., New York	Same Company	Pres.
C. S. Heminway	Judge, New York	Same Company	Eastern Adv. Mgr.
R. L. Cary	Judge, New York	Same Company, Chicago	Western Adv. Mgr.
V. G. Iden	New York Journal of Commerce, Mgr. Editor.	United States Daily, Washington, D. C.	News Research Dir.
H. Hursh	Guy S. Osborn, Inc., Detroit	Nation's Business, Washington, D. C.	Adv. Staff
A. G. Carlson	John C. Bragdon, Pittsburgh, Pa.	James McMillin Printing Co., Pittsburgh	Sales and Service Dept.
Hall Linton	Consolidated Press, Ltd., Toronto, Can., Mgr. Chicago Office	Same Company	Circulation Pro. Mgr.
R. M. Fairbairn	Consolidated Press, Ltd., Toronto, Rep.	Same Company	Chicago Mgr., Chicago Office
E. W. Parsons	Chicago Tribune, Adv. Mgr.	Resigned	
W. E. Macfarlane	Chicago Tribune, Classified Adv. Mgr.	Same Company	Adv. Mgr.
F. O. Price	Boston News Bureau, Boston, In Charge of Nat'l Adv.	Boston Evening Transcript	Nat'l Adv. Dept.
Frank Speidell	George L. Dyer Co., New York	The McNaught Syndicate, Inc., New York	Sales Staff
A. R. Koehler	Chicago Tribune, Ass't Mgr. Classified Adv.	Same Company	Classified Adv. Mgr.
Walter J. Parker	Chicago American, Ass't Circulation Mgr.	Same Company	Circulation Mgr.
C. R. Deuel	Chicago American, City Circulation Mgr.	Same Company	Ass't Circulation Mgr.
Peter Hamilton	Fort Worth Press, Fort Worth, Tex., Business Mgr.	Oklahoma News, Oklahoma City	Business Mgr.
Ralph Henderson	Houston Press, Houston, Tex., Adv. Mgr.	Fort Worth Press, Fort Worth, Tex.	Business Mgr.
Leslie L. Rood	Oklahoma News, Oklahoma City, Business Mgr.	Resigned	
Ralph Nicholson	New York Evening Post, Production Mgr.	The Advertiser, Tokio, Japan	Ass't to the Editor and Publisher
Maynard L. Durham	Implement & Hardware Trade Journal, Kansas City, Mo., Adv. Mgr.	The Sample Case, Columbus, Ohio	Adv. Dir.

KNOWN MERIT

McCALL'S

IDA M. TARBELL

Special Features



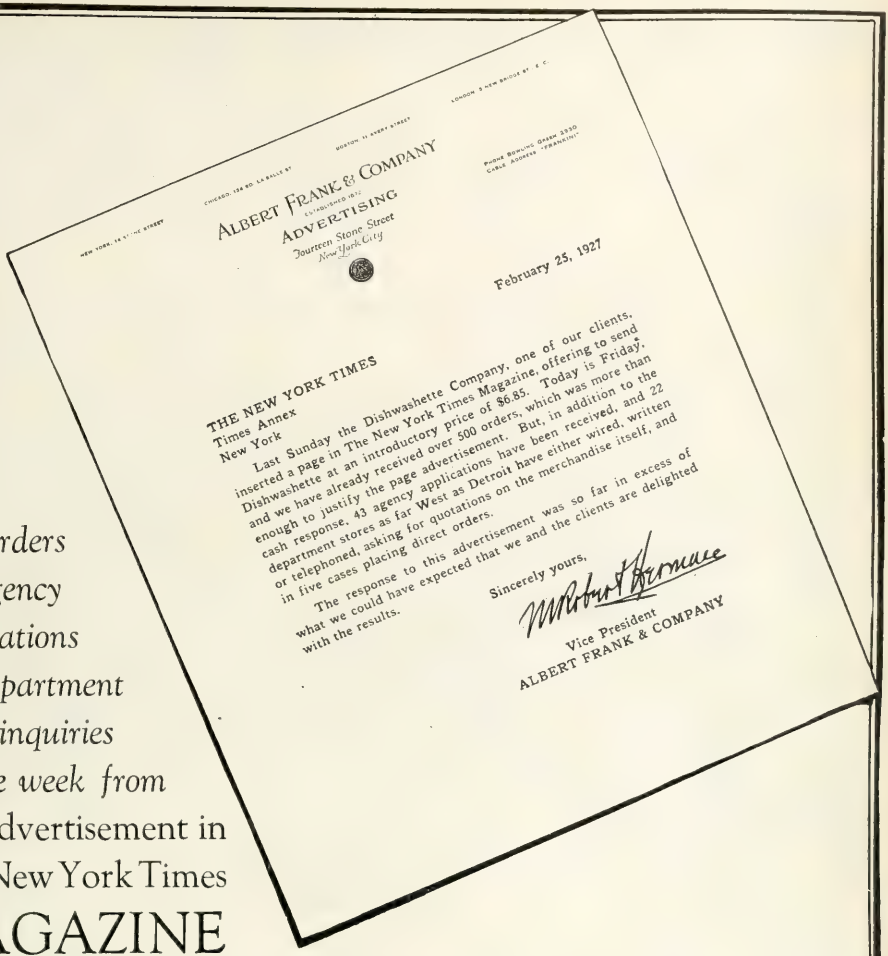
Advertising & Selling • The NEWS DIGEST • Issue of Mar. 9, 1927

CHANGES IN PERSONNEL—(*Media, etc., continued*)

Name	Former Company and Position	Now Associated With	Position
C. L. Foote	U. S. Fastener Co., Boston, Adv. Mgr. & Ass't Sales Mgr.	Hunting & Fishing & the National Sportsman, Boston	Dir. of Adv.

CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS

Name	Address	Product	Now Advertising Through
*Northam Warren Corp.	New York	Cream Elcaya	Pedlar & Ryan, Inc., New York
Buffalo, Niagara & Eastern Power Corp.	Buffalo, N. Y.	Electric Power	Barton, Durstine & Osborn, Inc., Buffalo
Browning, King & Co.	New York	Men's Clothing	Frank Presbrey Co., Inc., New York
Roman Stripe Mills, Inc.	Bangor, Pa.	Roman Stripe Hosiery.	The Paul Cornell Co., Inc., New York
The Cleveland Tent Co.	Cleveland	Tents	The Bayless-Kerr Co., Cleveland
The Murray-Ohio Mfg. Co.	Cleveland	Juvenile Autos and Toys	The Bayless-Kerr Co., Cleveland
The Franklin Railway Oil Co.	Franklin, Pa.	Lubricants	The Bayless-Kerr Co., Cleveland
The Crystal Chemical Co.	New York	Z. B. T. Talcum Powder and Thyma Tussin	United Adv. Agency, Inc., New York
The Greenfield Tap & Die Corp.	Greenfield, Mass.	Machinery	William B. Remington, Springfield, Mass.
I. T. S. Co.	Elyria, Ohio	I. T. S. Rubber Heels.	The Krichbaum-Liggett Co., Cleveland
The New York Mausoleum Ass'n, Inc.	New York	Cemetery	Evans, Kip & Hackett, Inc., New York
The Ransome Concrete Machinery Co.	Dunellen, N. J.	Machinery	Wilson & Bristol, New York
Walter Baker & Co., Ltd.	Dorchester, Mass.	Cocoa and Chocolate.	Barton, Durstine & Osborn, Inc., New York.
Continental Corp.	Chicago	Shielded Radio Tubes.	Hurja-Johnson-Huwen, Inc., Chicago
The Yomanco Production Co.	Saco, Me.	Textile Novelties	Frank Presbrey Co., Inc., New York
American Brake Materials Corp.	Detroit	American Brakebloks.	Groesbeck-Hearn, Inc., New York
F. P. H. Bacon	New York	Building Engineers	Groesbeck, Hearn, Inc., New York
Grand Hotel	Brunnen, Switzerland.	Resort	Groesbeck, Hearn, Inc., New York
Hipp-Didisheim Co., Inc., (Winston Watch Div.)	New York	Watches	Percival K. Frowert Co., Inc., New York
Union National Bank	Knoxville, Tenn.	Finance	Edwin Bird Wilson, Inc., Detroit
Delman Shoe Salon, Inc.	New York	Shoes	The Biow Co., Inc., New York
H. & S. Sonn, Inc.	New York	Real Estate	Michaels & Heath, Inc., New York
First Mortgage Bond Co.	San Francisco	Real Estate Financing.	Norman F. D'Evelyn, San Francisco
Haan's Restaurant	New York	Restaurant	The Hazard Adv. Corp., New York
The Cake Cone Co.	St. Louis	Crispo Cake Cones and Wafers	John Ring, Jr. Adv. Co., St. Louis
The Eagle Pencil Co.	New York	Mikado Pencils	Albert Frank & Co., New York
The Dishwashette Co.	New York	Dishwashette	Albert Frank & Co., New York
The Dayton Safety Ladder Co.	Cincinnati	Ladders	The Keelor & Stites Co., Cincinnati
The Dry Ice Corp.	New York	Dry Ice	George Batten Co., Inc., New York
The Spear Carbon Co.	St. Marys, Pa.	Motor Brushes	O. S. Tyson & Co., Inc., New York
Capital Mortgage Co.	Chicago	Investment Banking.	Hurja-Johnson-Huwen, Inc., Chicago
Lane Bryant, Inc.	New York	Wearing Apparel	W. L. Brann, Inc., New York
J. P. Smith Shoe Co.	Chicago	Shoes	Erwin Wasey & Co., Chicago
The Standard Varnish Works	New York	Koverflor and other Paint and Varnish Products	The Paul Cornell Co., Inc., New York
The Winthrop Furniture Co.	Boston	Furniture	Glazer & Marks, Boston
The Priscilla Turner Hooked Rug Co.	Turner Village, Me.	Hooked Rugs	Frank Seaman, Inc., New York
A. O. Smith Corp.	Milwaukee	Automobile Frames, Pressure Tanks, Etc.	The Buchen Co., Chicago
Champion Chemical Co.	Springfield, Ohio	Automobiles Frames, Sundries	The Geyer Co., Dayton, Ohio
Richard Hudnut	New York	Toilet Requisites	Calkins & Holden, Inc., New York
Biberman Bros.	Philadelphia	Dresses	The Aitkin-Kynett Co., Philadelphia
A. B. Kirschbaum Co.	Philadelphia	Men's Clothing	The Aitkin-Kynett Co., Philadelphia
Sylvania Products Co.	Emporium, Pa.	Radio Apparatus	The Aitkin-Kynett Co., Philadelphia
King Mfg. Co.	Buffalo, N. Y.	King Radio & Automotive Replacement Parts.	The Griswold-Eshelman Co., Cleveland
Adams Bros. Mfg. Co.	Pittsburgh, Pa.	Gas and Electric Heaters	Frank Presbrey Co., Inc., Pittsburgh



ALBERT FRANK & COMPANY
ESTABLISHED 1872
ADVERTISING
Fourteen Stone Street
New York City

February 25, 1927

THE NEW YORK TIMES
Times Annex
New York

Last Sunday the Dishwashette Company, one of our clients, inserted a page in The New York Times Magazine, offering to send Dishwashette at an introductory price of $6.85. Today is Friday, and we have already received over 500 orders, which was more than enough to justify the page advertisement. But, in addition to the cash response, 43 agency applications have been received, and 22 department stores as far West as Detroit have either wired, written or telephoned, asking for quotations on the merchandise itself, and in five cases placing direct orders.

The response to this advertisement was so far in excess of what we could have expected that we and the clients are delighted with the results.

Sincerely yours,

Robert Hermann

Vice President
ALBERT FRANK & COMPANY

500 orders
43 agency applications
22 department store inquiries
in one week from
one advertisement in
The New York Times
MAGAZINE

The letter above cites the experience of one advertiser in The New York Times Magazine, a part of the Sunday edition. Other advertisers obtain satisfactory, traceable returns.

The lowest rotogravure milline rate purchaseable anywhere—for circulation of The New York Times high quality—for space in a medium strong in the confidence of readers.

Net Paid Sale Over 650,000 Copies

The New York Times

The Times has issued a 32-page booklet on rotogravure in connection with its exhibit of rotogravure printing now open to the public in the Times Annex, 229 West 43rd Street. A copy will be mailed to those interested on request to The Times Advertising Department.

Advertising & Selling • **The NEWS DIGEST** • *Issue of Mar. 9, 1927*

CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS (*Continued*)

Name	*Address*	*Product*	*Now Advertising Through*
The C. A. Shimm Co.	Cleveland	Automobile Accessories	Oliver M. Byerly, Cleveland
J. P. Johnson Engineering Co.	Cleveland	Engine Head for Automobiles	Oliver M. Byerly, Cleveland
The Domestic Stoker Co.	New York	Automatic Stokers	Tuthill Adv. Agency, Inc., New York
Strahan & Co., Inc.	Philadelphia	Silk Stockings	Julien Elfenbein, Inc., New York

*The J. Walter Thompson Co., New York, will continue to handle the Cutex account.

NEW ADVERTISING AGENCIES AND SERVICES, ETC.

The Benjamin Service — 10 East 14th St., New York — Advertising — Herbert B. Benjamin

PUBLICATION CHANGES AND APPOINTMENTS

The American Printer, New York — Has been purchased by M. C. Robbins and his associates from the estate of the late Mathew J. O'Neill. Mr. Robbins is also publisher of Advertising & Selling, Gas Age-Record, Industrial Gas, Brown's Directory of American Gas Companies and Gas Engineering and Appliance Catalogue.

The Review of Reviews Corporation, New York — Announces that all of the western advertising of The Review of Reviews and The Golden Book will be handled by the office of The Quality Group, 30 North Michigan Ave., Chicago.

The Architectural Record, New York — Has announced that effective with the January, 1928, issue its type page size will be 7 x 10.

Marine Journal, New York — Has been purchased by Packing & Transportation Publications, Inc., New York, and will be issued semi-monthly beginning March 15.

The World, Bloomington, Ind. — Has appointed A. E. Clayden, Inc., Chicago and New York, as its National Advertising Representative.

The Sun, East Stroudsburg, Pa. — Has appointed Lindenstein-Kimball, Inc., New York, as its National Advertising Representative.

The Times, Cleveland, Ohio — Has suspended publication with the issue of March 3. The Plain Dealer, Cleveland, has purchased the good will and circulation lists of that publication, but no other assets of the Times are involved in the transaction.

Morning Journal and the Evening News, Daytona Beach, Fla. — Have been merged into the Daytona Beach News-Journal.

The Guard, Eugene, Oregon — Has been sold by Paul & Eugene Kelty to Alton H. Baker.

The Bowman Publishing Co., Evanston, Ill., publishers of the News-Index — Has been purchased by Allen D. Albert, who becomes editor and publisher.

The Farm Electric Dealer, New York — Name changed to The Rural Electric Dealer.

MISCELLANEOUS

The Western Agency, Inc., Seattle advertising agency — Has opened a Portland, Oregon, office with M. Williams in charge.

McClure, Carter & Wilder, Warren Ohio, Advertising — Name changed to McClure & Wilder.

Sweeney & Price, Boston, publishers' representatives — Name changed to The John M. Sweeney Company.

The Kant-Shore Piston Co., Cincinnati — Name changed to the Aluminum Industries, Inc.

Own Your Own Home, New York — Name changed to Your Home.

The G. B. Kent & Sons, Ltd., Brush Manufacturers — Will distribute its brushes in the United States through the Prophylactic Brush Co., Florence, Mass.

CHANGES IN ADDRESSES

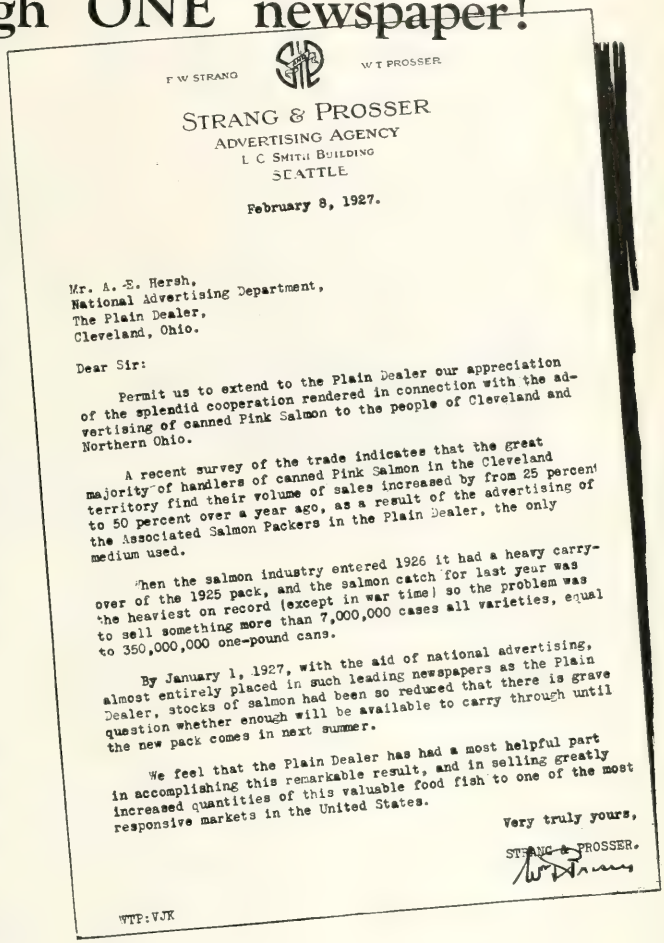
Advertising Agencies and Services, Publications, etc.

Name	*Business*	*From*	*To*
Martin Adv. Agency	Advertising	37 West 39th St., New York	276 West 43d St., New York
Experimenter Publishing Co., Publishers		53 Park Place, New York	230 Fifth Ave., New York
Trade Division, The Butterick Publishing Co.	Publishers	912 Broadway, New York	79 Madison Avenue, New York
Eastern Adv. Sales Dept., The Butterick Publishing Co.	Publishers	709 Sixth Avenue, New York	79 Madison Avenue, New York
Smith, Schreiner & Smith, Inc.	Advertising	Park Bldg., Pittsburgh, Pa.	Union Trust Bldg., Pittsburgh
The Henry P. Boynton Adv. Agency	Advertising	703 Union Mortgage Building, Cleveland, Ohio	1370 Ontario Street, Cleveland

HERE is the Best place in the United States to sell Merchandise through ONE newspaper!

Mr. Prosser has simply said it in his own way. What The Cleveland Plain Dealer is doing for the Associated Salmon Packers it is doing for hundreds of others and will do for you.

The Plain Dealer now has the largest circulation in its history--both Daily and Sunday.



F W STRANG W T PROSSER

STRANG & PROSSER
ADVERTISING AGENCY
L C SMITH BUILDING
SEATTLE

February 8, 1927.

Mr. A. E. Hersh,
National Advertising Department,
The Plain Dealer,
Cleveland, Ohio.

Dear Sir:

Permit us to extend to the Plain Dealer our appreciation of the splendid cooperation rendered in connection with the advertising of canned Pink Salmon to the people of Cleveland and Northern Ohio.

A recent survey of the trade indicates that the great majority of handlers of canned Pink Salmon in the Cleveland territory find their volume of sales increased by from 25 percent to 50 percent over a year ago, as a result of the advertising of the Associated Salmon Packers in the Plain Dealer, the only medium used.

When the salmon industry entered 1926 it had a heavy carry-over of the 1925 pack, and the salmon catch for last year was the heaviest on record (except in war time) so the problem was to sell something more than 7,000,000 cases all varieties, equal to 350,000,000 one-pound cans.

By January 1, 1927, with the aid of national advertising, almost entirely placed in such leading newspapers as the Plain Dealer, stocks of salmon had been so reduced that there is grave question whether enough will be available to carry through until the new pack comes in next summer.

We feel that the Plain Dealer has had a most helpful part in accomplishing this remarkable result, and in selling greatly increased quantities of this valuable food fish to one of the most responsive markets in the United States.

Very truly yours,

STRANG & PROSSER.

WTP:VJK

The Cleveland Plain Dealer

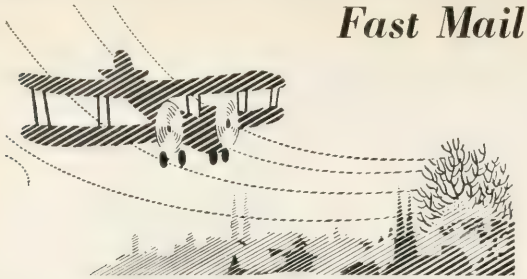
in Cleveland and Northern Ohio-ONE Medium ALONE-One Cost Will sell it

J. B. WOODWARD
110 E. 42nd St.
New York

WOODWARD & KELLY
350 N. Mich. Ave., Chicago
Fine Arts Bldg., Detroit

R. J. BIDWELL CO.
Times Building
Los Angeles, Cal.

R. J. BIDWELL CO.
742 Market Street
San Francisco, Cal.

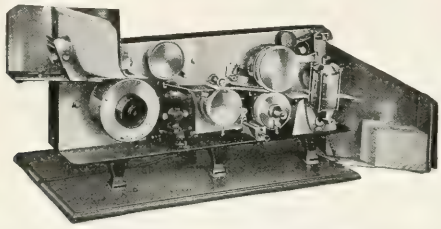


Fast Mail!

A BIG FACTOR FOR SPEED

To keep pace with the development of the air mail and other modern mail time-saving methods; for closing the space between the mailer and the receiver—if your daily mail is over 300 pieces—you certainly need a

Standard Postal Permit Machine



Automatically prints in color post mark, stamp mark and cancellation mark. Eliminates lost postage and simplifies postage accounting.

Imprints, seals, counts and stacks mail at the rate of 10,000 pieces per hour. No rental or royalty charges.

Other Standard Cost-Cutting Mailing Machines

Standard Envelope Sealers are the most widely distributed sealing machines in the world. They are used by all government departments, prominent banks, public utilities and large and small concerns in every line of industry.

Standard Stamp Affixers—A portable safe for your postage, and a convenient and sanitary time and labor saver. Affix postage stamps, precancelled stamps or labels, five times as speedily as by hand. Light—speedy—efficient—durable—inexpensive. Write for folder "Reducing Costs by Modern Mailing Methods." Try any STANDARD in competition with any or all other makes.

If your mail averages 300 or more pieces daily write for free copy of "STANDARD POSTAGE ACCOUNT BOOK" and booklet "HOW TO REDUCE THE COST OF MAILING."

STANDARD MAILING MACHINE CO.

Agencies in Principal Cities—Service Extended Everywhere

BOULEVARD EVERETT, MASS.

Do You Believe in the Hotchkinean Theory

that the man past fifty with the right experience is a "good bet" as a copywriter?

Can you utilize the services of a Builder of More Interesting Copy —a man in the past fifty class— true, but it is also true that he is a past master in producing copy that grips the buying interest on a large range of subjects for publications, catalogues, folders, sales letters and direct mail pieces. An expert not an experiment. A dependable worker with a record of achievement in writing text on subjects that range from a milk bottle protector to an entire tropical island. Skilful in layout and display and who knows type values and all details from the creation of idea and plan to the finished presentation. Experienced house organ editor and writer of special articles. Now doing free lance work, but desires a chance at a moderate salary to prove that the Hotchkinean Theory is correct. High class references as to ability, industry and character. Address Box 453, c/o Advertising & Selling, 9 E. 38th St., New York City.

Don Quixote Gathers Brick Bats

By R. M. Blankenbaker

IT'S like this. W. R. Hotchkin wrote an article for the January 12 issue of ADVERTISING & SELLING in which he said that the average price of a piece of copy is $4 (four dollars) and therefore it isn't any good; and I replied in the January 26 issue and said three hundred times three (300 x 3) isn't fifteen hundred (1500) and therefore Mr. Hotchkin isn't any good; and Mr. Hotchkin replied in the February 9 issue and said my name should be Don Quixote *Golden*baker, and that I'm an optimist, and that I ought to be more like Mr. Groundhog, and that when he threw tennis balls at the puppies he surely didn't hit me, and that I had better wear rubbers on April 1.

I don't think that's nice, particularly that last crack. I never called him no names. I didn't know until now that the editor would print them.

All I meant to say in my piece was that Mr. H. (why shouldn't I call him Mr. H.? He called me Mr. B. among other things)—all I meant was that Mr. H. was eating hay when he said that three hundred times three equals fifteen hundred (300 x 3 = 1500); that he was eating hay when he said that the artist and the typographer are always given *carte blanche*; that he was eating hay when he said that the drawing and lay-out are always made first and then the copy writer is told how few, if any, words he dare use; that he was eating hay when he said that copy is always smothered under a crushing modernist smear; that he was eating hay when he said that the time *may come* when something more than a beautiful drawing around the word "hoopla" may be necessary to get the goods sold; that he was eating hay when he said that the cost of copy is covered by the writer's salary.

Mr. H. drags out another advertisement and nails its hide to his barn door to prove that copy isn't any good. I told him about seventy-five good ones. Now he talks about one that he thinks is bad. He deplores the impressionism of the illustration, calls the artist a young "he, she or it," sneers at the "learned words of adulation, set in" quite small italics in four square inches.

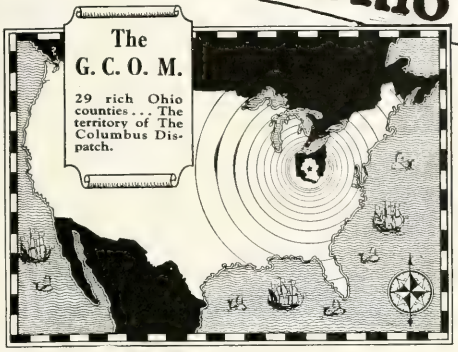
"Who," whos Mr. H., "who shall be the Daniel who will volunteer to be town crier and let the lady readers into the teasing secret of what it is all about? How much of the commodity advertised will that copy sell?

I, Mr. H., I, Don Quixote Goldenbaker, will give my extra special unexpurgated impersonation of Daniel and tell *you* the secret of what it's all about. It's about an idea and it isn't intended or expected to sell any merchandise and I know some arithmetic concerning sales that I suspect prove it's a good advertisement of a good series. This particular advertisement, hopeless from Mr. H.'s point of view, brought into camp a very important retailer who had been off for several years.

And the artist. Believe me it's a he and an old hairy one, too. His name is Van Dongen, and, as any man who knows something about art will tell you, he has bushy red whiskers all over his face and smokes a smelly clay pipe.

What about the G. C. O. M.?

The Great Central Ohio Market



WITH the scientific study of marketing has come the idea of zone selling . . . of applying sales pressure over logical territorial units rather than throughout indefinite areas of unknown and untried potentialities.

One of the most important of these territorial units is the G. C. O. M., the Great Central Ohio Market . . . The territory of The Columbus Dispatch. Its population is more than a million, its total wealth is more than 2½ billion. Its purchasing power is conservatively estimated at $350,000,000.00 annually. The G. C. O. M. or "Columbus Market," comprises 29 centrally located counties interlaced with good roads and electric lines, interspersed with thriving cities. Seventy-eight towns of a thousand population or more spot this territory.

Throughout the G. C. O. M. agriculture and industry are evenly balanced, the one contributing to the growth and sustenance of the other.

Forty per cent of the wealth of the Great Central Ohio Market is invested in agriculture, thirty-eight and one-half per cent in industry and twenty-one and one-half per cent is invested in banking and loan institutions.

Columbus, with more than 300,000 population, is located at the center of this tremendously important sales area. Nearly ninety-five per cent of the Columbus population is American born. The few foreigners here are skilled workers with good incomes. The interest and dividends paid to depositors and members by Columbus building and loan associations during 1926 is said to have been approximately $5,000,000.

Here, then, is a great unified territory, the G. C. O. M. . . . More than a million people buying everything under the sun, looking to one great city as their metropolis, dominated by one great newspaper, which guides buying habits, moulds tastes in merchandise and directs purchases.

Jobbers and dealers throughout Columbus and the G. C. O. M. know this sales influence of Ohio's Greatest Home Daily. . . . They feel it themselves. Nearly eleven thousand retailers throughout this Great Central Ohio Market see the tremendous power of Dispatch advertising daily as it aids them in making sales and helps them to select new stocks.

Sales and advertising managers have studied the potentialities of the G. C. O. M. . . . and proved them. This fact is evidenced by the steady growth of Dispatch advertising. . . . By the fact that during 1926 The Columbus Dispatch carried more agate lines of advertising than any other Ohio newspaper.

Representatives of The Columbus Dispatch are in constant touch with retailers and jobbers throughout this territory. The Dispatch Marketing and Research Bureau is at the service of national advertisers who are planning sales campaigns in the Central Ohio Market.

The Columbus Dispatch.

OHIO'S GREATEST HOME DAILY

The OPEN FORUM

Individual Views Frankly Expressed

Hammer Home the Truth

MR. CALKINS as usual hits the nail on the head in his short article entitled "Truth Is A Mighty Advertising Technique" (February 9.)

On every side we hear the public saying they do not believe advertising. The reason for this lack of belief in the printed word is due to the use of unbelievable statements—the misuse of comparatives and superlatives.

It is my belief that if Mr. Calkins' article was printed in large type—hung on the wall in front of advertising writers who would read it three times before writing an advertisement and then live up to it literally—the pulling power of advertisements would increase at least fifty per cent.

Ask Mr. Calkins to hammer away on this subject. It is the best contribution to the business in which he has spent his life and for the betterment of which in my humble opinion no man has done more.

LEON P. DUTCH,
Boston, Mass.

"Super-Publicity Men"

MR. EDWARD L. BERNAYS, in his article in your issue of Jan. 26, spoke of the members of his own calling as "the super-publicity men," which, of course, justifies one in assuming that there is a definite significance in every detail that he puts into print. I am not a super-publicity man and therefore I cannot figure out the reasons which caused Mr. Bernays, when he was writing his article for your issue of January 26, to omit all reference to Earnest Elmo Calkins by name, referring to him simply as "an advertising man," although he wished to comment somewhat extensively on Mr. Calkins' recently article in the *Atlantic Monthly*; nor can I now analyze the reason which causes Mr. Bernays, in the latest issue of his "Contact," to lift several hundred words from the same article by Mr. Calkins, and in this instance give him full credit, except that he makes the mistake of an ordinary publicity man and misspells Mr. Calkins' first name.

My principal purpose in writing this communication, however, is to express the resentment, which I think is shared by all thoughtful advertising men, at Mr. Bernays' offhand characterization of Mr. Calkins as one "who does not understand the broad basis of news and public information." Any such statement as that is, of course, absurd on the face of it.

ROBERT F. WOOD, *Advertising Mgr.*
The Autocar Company
Ardmore, Pa.

The Soundness of Mr. Parsons

I DO not think it desirable on the whole to attempt to cover the general business field in a publication avowedly devoted to the narrower fields of sales and advertising, but I cannot refrain from commenting on the refreshing quality of Floyd W. Parsons' page five articles entitled "Everybody's Business." I do not always agree with Mr. Parsons, but invariably I find that what he has to say is interesting. At least his articles serve to bring home to many of us who are too close to our jobs to see much beyond the rather surprising fact that, after all, our own little field is only a minute part of the business structure.

I was particularly interested in his discussion of science and invention in your February 23 issue. Many of the instances he speaks of are positively amazing to one who gets most of his scientific news from isolated reports in the daily press. In fact, I was inclined to discount a large part of what he said until, only yesterday, I came across an advertisement in the March issue of *The Country Gentleman* which makes good one of his predictions almost to the letter.

The insertion in question is a mail order piece, full page, by Turner Brothers, manufacturers of Glass Cloth. This material is used for the windows and roofs of chicken houses and hotbeds, and the big sales point brought out is that it admits the ultra-violet rays of the sun where ordinary window glass shuts them out. The health-giving effect of these rays is brought out as a feature of paramount importance and is made to sell goods, even as Mr. Parsons predicted it would be eventually.

There is no particular moral to be drawn from this. It is merely another evidence of the thorough soundness of Mr. Parsons' amiable abstractions. Here is one writer who hopes that he will keep up the good work indefinitely.

GEORGE McG. SQUIER,
New Bedford, Mass.

Borsodi's New Book

KNOWING your willingness to look at a problem from both sides, may I call to your attention Ralph Borsodi's new book which was released last week? It is written in the same style as his "National Advertising Versus Prosperity." Like his first, it contains some thought-provoking ideas which, I feel, the advertising fraternity could ponder with value. There are too few such books, and if you can review it or get Borsodi to write for publication, I feel that you would be continuing your service to the field.

W. L. WHITE, *Instructor*,
Harvard Business School
Cambridge, Mass.

A chapter from the book in question, "The Distribution Age," D. Appleton & Company, New York, appears on page 25 of this issue.—EDITOR.

The Salvation of Cotton

I SHOULD like you to read the following points in regard to the cotton situation and think them over.

A good many suggestions have been made as to how to stabilize the price of cotton, some of them good and some bad, very little has been said however, about *educating the public* to using more cotton.

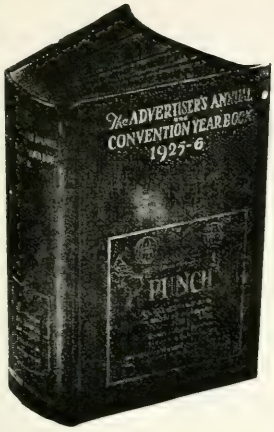
I recently noted an article in the *Dallas News* regarding the order of The Imperial Sugar Company, of Sugarland, Texas, for cotton sugar bags. This order will require 2500 bales. For years most of the sugar has been packed in burlap imported from India. The packing of the entire output of the Imperial Sugar Company in cotton bags, would require six or seven thousand bales of cotton annually.

If educational work were done to cut down the use of silk to one-half, this would utilize a large quantity of cotton. I recently read where the society ladies of Boston, Mass., and the people of Ennis, Texas, were using and recommending the wearing of cotton dresses instead of silk. Educational work along this line should be done to encourage others to do the same thing.

If others would do the same as the Imperial Sugar Company, the Boston ladies, and the people of Ennis, it would only be a short time until the price of cotton would be back to where it belongs with the increased consumption.

ROBERT NICHOLSON, *President*,
Robert Nicholson Seed Co.,
Dallas, Texas.

BRITISH ADVERTISING'S GREATEST REFERENCE WORK



100,000 QUERIES CONCERNING BRITISH ADVERTISING ANSWERED IN ONE BIG VOLUME

November 30th, 1925, was the date of publication of the first Great Reference Work covering every branch of British Advertising—the BRITISH ADVERTISERS' ANNUAL AND CONVENTION YEAR BOOK 1925-26.

This volume gives for the first time information and data needed by all advertising interests concerning British advertising, British markets and British Empire Trade. You can turn to its pages with your thousand and one advertising questions concerning any phase of British advertising, media and methods—and know that you will find accurate and up-to-date answers.

You will see from the brief outline of contents adjoining that this ANNUAL is really *four books in one.* It contains: a Series of Directories and complete Reference Data covering every section of British advertising—a Market Survey and Research Tables—a complete Advertising Textbook covering the latest developments in British advertising—and the Official and Full Report of the First All-British Advertising Convention held this year at Harrogate.

The 12 Directory Sections and the many pages of Market Data and Research Tables will alone be worth many times the cost of the book to those American Advertising Agents, international advertisers, newspapers and magazines, who are interested in advertising in Great Britain, in British and Colonial markets, or in securing advertising from Great Britain.

For instance, here are given the 1,100 leading newspapers, magazines and periodicals in Great Britain and the Empire—with not only their addresses and the names of their advertising managers, but with a *complete schedule of all advertising rates,* page and column sizes, publishing and closing dates, circulation, etc. Nothing so complete, comprehensive and exhaustive as this has ever before been produced in any country. In the Market Survey Section likewise there are thousands of facts, figures and statistics given in the various Tables and Analyses.

The working tools of any American advertising man who is in any way interested in British markets or in British advertising cannot be complete without this great work of reference. It answers any one of 100,000 specific advertising queries at a moment's notice; it gives to advertisers and advertising men a book of service that they can use and profit by every day of the year. Nearly 500 pages—59 separate features—more than 3,600 entries in the directory section alone, each entry containing between 5 and 25 facts—1,700 individual pieces of market data—full reports of all events and official resolutions and addresses at the Harrogate Convention—and finally, altogether 100 articles and papers, each by a recognized advertising and selling expert, giving a complete picture of British advertising methods, media and men up to the minute. A year's labor on the part of a staff of able editors—the result of more than 14,000 separate and individually prepared questionnaires—the combined efforts of a score of experts—the help of more than 3,000 advertising men in collecting the data—all these have brought together in this volume every item of information you can need.

And withal, the price of this work is a mere trifle compared with its utility value. To secure the volume by return, postpaid, ready for your immediate use, you need merely fill in the coupon alongside, attach your cheque or money order for $4.00 and the British Advertiser's Annual and Convention Year Book 1925-26, will be in your hands by return.

CONTENTS—In Brief

Nearly 500 pages, large size, crammed with data, facts, ideas.

***First.*—A Complete Advertising Text-Book** on the Advertising Developments of the Year: Methods, Media, Men, Events. 22 chapters, 25,000 words—a complete Business Book in itself.

***Second.*—Market Survey and Data and Research Tables**—as complete a presentation as has yet been given in Great Britain of how to analyse your market, how to conduct research, how to find the facts you want, how and where to launch your campaign and push your goods—together with actual detailed facts and statistics on markets, districts, **population, occupation,** etc., etc.

***Third.*—The Official, Full and Authoritative Report of the First All-British Advertising Convention at Harrogate.** Another complete book in itself—60,000 words, 76 Addresses and Papers—constituting the most elaborate survey of the best and latest advertising methods, selling plans and policies, and distribution schemes, ever issued in this country, touching on **every phase of publicity and selling work.**

***Fourth.*—A Complete List and Data-Reference and Series of Directories,** covering every section of British Advertising: Fourteen Sections, 5,600 Separate Entries with **all relevant facts about each,** more than 250,000 words, embracing distinct Sections with complete Lists and Data on British Publications, Advertising Agents, Overseas Publications, Overseas Agents, Billposters, Outdoor Publicity, Bus, Van, Tram and Railway Advertising, Signs, Window Dressing, Display-Publicity, Novelty Advertising, Aerial Publicity, Containers, Commercial Art, Postal Publicity Printing, Engraving, Catalogue and Fancy Papers, etc., and a complete Section on British Advertising Clubs.

Really Four Works in One—A Hundred Thousand Facts—The All-in Advertising Compendium.

Sign this Coupon and Post it To-day—

To The Publishers of British Advertiser's Annual and Convention Year Book, 1925-26,
Bangor House, 66 & 67 Shoe Lane,
London, E. C. 4

Please send me one copy of the "BRITISH ADVERTISERS' ANNUAL AND CONVENTION YEAR BOOK 1925-26" postpaid by return. I enclose herewith $4.00 in full payment.

Name .....

Address .....

JAMES F. NEWCOMB & CO. INC.

330 SEVENTH AVENUE

NEW YORK CITY

A marketing agency, rendering expert service in all forms of merchandising and sales promotion, particularly those involving the use of direct advertising.

History

James F. Newcomb & Co. Inc. was founded in 1916. The Company has been operating as a marketing agency since 1921. Originally comprising three people, the marketing staff has grown steadily until it now numbers 46 people—supported by an organization of 144 men and women engaged in detail work and mechanical production incident to the serving of our clients. Since 1921 the creative staff has outgrown two offices and now occupies the entire 14th floor of The Gross Building, representing a floor space of 8,500 square feet.

Plan of Operation

The function of this organization is to analyze marketing methods and solve marketing problems; to plan sales and advertising campaigns; and to handle in complete detail the creation, production and distribution of direct advertising. The business is divided into four independent, but closely correlated, departments: (1) Department of Analysis and Plan; (2) Copy Department; (3) Art Department; (4) Department of Mechanical Production and Distribution. The services of these departments may be bought individually or as a unit.

The Staff

Heading each department of James F. Newcomb & Co. Inc. is a man of broad merchandising experience and special training in those phases of selling and advertising not generally provided for in the organization of general advertising agencies.

Supporting each of these men is an adequate staff of specially selected and carefully trained specialists, each with a background of broad experience and a long record of success in serving large advertisers and advertising organizations. The record of the entire staff is open to inspection by adver-

tisers who are considering Newcomb service. It is impressive and represents what is probably the largest combination of mature merchandising and advertising talent ever assembled by an organization of this type.

The basic idea in building this staff was to provide business houses with an organization as adequately equipped to furnish special forms of advertising service as the larger agencies are equipped to supply general advertising.

Prominent among the numerous types of special advertising service rendered by this organization are the following: (1) Increasing dealer distribution in weak territories, (2) Paving the way for salesmen in new territory, (3) Protecting rich markets against attack of competition, (4) Increasing the efficiency of retail outlets, (5) Securing greater cooperation from jobbers and sales agents, (6) Locating and developing new types of distributors, (7) Doing a complete advertising job in markets too limited or scattered to permit the use of magazines or newspapers on an economical basis, (8) Getting across personalized messages to groups that will not respond to a general appeal, (9) Cultivating territory that salesmen cannot work, or which they work infrequently, (10) Checking up on existing sales and advertising plans to determine whether they are properly balanced and efficiently coordinated.

Record of Achievement

At the present time James F. Newcomb & Co. Inc. is serving over 75 advertisers, among which are some of the largest and most prominent business institutions of the country. It is contrary to our policy to broadcast the names of our clients. But, where permission has been granted by the client, names and records of achievement are available for confidential consideration by those desiring to measure the value of our service by the yardstick of actual experience.

Financial Responsibility

Advertisers with large and important marketing programs—involving large appropriations—rightfully desire full information as to the financial structure and credit record of the organization to be intrusted with the responsibility of handling that appropriation, producing all material according to schedule and acting as the advertiser's representative in many important transactions. For information on the financial standing of James F. Newcomb & Co. Inc. we refer those interested in our service to any bank or commercial agency.





Are you getting your Share ?

Of Brideport prosperity where business is always good — where people find steady employment at high wages and who earn an annual pay roll of $84,000,000.

Most of these people live in their own homes, or two-family homes. They live well, spend freely and manage to save considerable, as shown by the $123,000,000 deposited in the banks. They represent a tremendous purchasing power.

The POST-TELEGRAM enters the homes that constitute Bridgeport's buying force and can be profitably employed by advertisers of the every day commodities.

For complete coverage at one cost, the

Bridgeport
Connecticut
Post Telegram

with a combined circulation of 44,446 copies daily, represents the advertiser's best investment.

National Representatives
GILMAN, NICOLL & RUTHMAN
New York, Boston, Chicago, San Francisco

Typography in Advertising

[CONTINUED FROM PAGE 34]

posters just the right shape and mass of text, in just the right form of letter, is placed in just the right place in the design in just the right color.

In the absence of a race of Hohlweins—of men who can do both—the typographic designer has arisen to supplement and complete the work of the artist—and he should work with him like a brother.

The typographic designer is or should be a compound creature—an artist-craftsman; artist enough to be able to complete the artist's design, to complete by the use of another medium the part of the design the artist has left vacant. He must do this with sympathy, so he must understand art. He has to be a craftsman because he must know enough about the mechanical side of printing to understand how to get the effects he sees in his mind's eye, effects needed to complete the design as a whole.

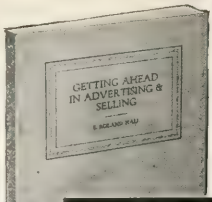
I admit that competent typographic designers are not yet to be found as easily as good copy men or good artists, but if they can be discovered, they should be used in order to produce advertising that is thoroughly good from every angle. Surely nothing less should be employed in advertising space, which seems extremely expensive to the outsider. Art work is now carefully considered and well paid for. I recall that in the old days a firm would pay $10,000, or some such sum, for a page in a national publication and then scrimp on the art work to be used in the space to the extent of using a $100 man for the purpose, instead of a $500 man or even a $250 man. Happily those bad old days are over.

Hand-to-Mouth Buying

[CONTINUED FROM PAGE 32]

already—$200,000,000 in the lumber industry to mention an example. And where controlled buying replaces seasonal buying, it leads to a reduction in labor turnover, and surely steadier employment is an immense factor in national business stability. Bethlehem Steel, for example, reports a payroll fluctuation of 7000 instead of 50,000. From this viewpoint, hand-to-mouth buying becomes a factor in that new community of interest today recognized among industries, that realization that when the textile industry is hurt, there will be fewer customers for automobiles, and therefore less work in Detroit, and in Gary as well. And surely that constructive conception underlies much of our current progress.

Is it logical to suppose that a practice so fundamentally embedded in the essentials of our progress will only continue until prices spurt upward again? It hardly seems so. On the other hand, human nature has not changed withal, and whenever the fear that there will not be goods enough to go around grips us again, as it did in



FREE
to you

Hall's new book with Hall's great Library

Are you breaking into advertising?

Hall's new book—GETTING AHEAD IN ADVERTISING—is a book you will want if you are trying to get a foothold in this field; in fact you will be glad to have a copy if you are already engaged in this work, regardless of how, or where, or at what price.

The book is a meaty little volume of how to use advertising and selling ability to your own best advantage; it gives you hundreds of bits of practical experience in making your efforts count. It comes to you FREE with

S. Roland Hall's LIBRARY OF ADVERTISING AND SELLING

4 Vols., 3323 pages, 1090 illustrations, flexible binding, $1.50 in 10 days and $2.00 monthly.

This is the indispensable advertising and selling reference and home-study set. Hundreds of men and women are using it to push themselves ahead. Hundreds of experts in all branches of marketing have it handy for reference. Agencies throughout the country have these books in their libraries. Colleges and universities use the books as texts. If you're in advertising, or selling, or any branch of marketing, don't be without the good this set can bring you.

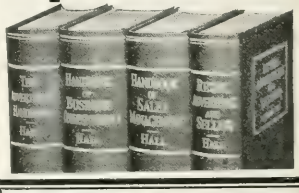
$20 worth of books for $17.50
Only 7 cents a day

The big, well-paying jobs call for men with all-around knowledge of the entire selling business — advertising, personal salesmanship, planning, managing, etc. Add to your own experience a working command of the principles and methods that have been proved in the experiences of the most successful selling organizations. You get them—hundreds of them—in this great set.

Examine for 10 days FREE
No money down
Small monthly payments

Try the set for yourself. Examine it at our expense. If you like it, keep it; if you don't, send it back. It has helped and is helping others. There's personal wisdom in seeing, at least, what it can do for you.

Prove it for yourself
Mail the coupon now



FREE EXAMINATION COUPON

McGraw-Hill Book Company, Inc.
370 Seventh Avenue, New York

You may send me the HALL LIBRARY OF ADVERTISING AND SELLING for ten days' free examination.

If the books are satisfactory, I will send $1.50 in ten days and $2 a month until your special price of $17.50 has been paid. With the Library I am to receive a free copy of Hall's GETTING AHEAD IN ADVERTISING AND SELLING. If not wanted, I will write you for shipping instructions.

Name .....
Address .....
Position .....
Company .....

A. F. 3-9-27



It's the same D & C Black and White

DILL & COLLINS Co's.
Distributers

ATLANTA—The Chatfield & Woods Company
BALTIMORE—The Baxter Paper Company
BOSTON—John Carter & Co., Inc.
BUFFALO—The Union Paper & Twine Co.
CHICAGO—The Paper Mills Company
CHICAGO—Swigart Paper Company
CINCINNATI—The Chatfield & Woods Company
CLEVELAND—The Union Paper & Twine Co.
COLUMBUS, OHIO—Scioto Paper Co.
CONCORD, N. H.—John Carter & Co., Inc.
DES MOINES—Carpenter Paper Company
DETROIT—The Union Paper & Twine Co.
GREENSBORO, N. C.—Dillard Paper Co., Inc.
HARTFORD—John Carter & Co., Inc.
INDIANAPOLIS—C. P. Lesh Paper Company
JACKSONVILLE—Knight Bros. Paper Co.
KANSAS CITY—Bermingham & Prosser Co.
LOS ANGELES—Blake, Moffitt & Towne
MILWAUKEE—The E. A. Bouer Company
MINNEAPOLIS—Minneapolis Paper Co.
NEW YORK CITY—Marquardt, Blake & Decker, Inc.
NEW YORK CITY—Miller & Wright Paper Co.
NEW YORK CITY—M. & F. Schlosser
OMAHA—Carpenter Paper Co.
PHILADELPHIA—The Thomas W. Price Co.
PHILADELPHIA—Raymond & McNutt Co.
PHILADELPHIA—Riegel & Co., Inc.
PITTSBURGH—The Chatfield & Woods Company
PORTLAND, ORE.—Carter, Rice & Co.
PROVIDENCE—John Carter & Co., Inc.
RICHMOND—Virginia Paper Co.
ROCHESTER, N. Y.—Geo. E. Doyle Company
SEATTLE, WASH.—Carter, Rice & Co.
ST. LOUIS—Acme Paper Company
ST. PAUL—E. J. Stilwell Paper Co.
SALT LAKE CITY—Carpenter Paper Co.
SAN FRANCISCO—Blake, Moffitt & Towne
SAN FRANCISCO—General Paper Co.
SPRINGFIELD, MASS.—John Carter & Co., Inc.
TACOMA—Tacoma Paper & Stationery Co.
TAMPA—Knight Brothers Paper Co.
WASHINGTON, D. C.—Virginia Paper Co.

TWELVE years ago the outstanding printing job in that field was the catalog of the Standard Sanitary Manufacturing Co. An equally monumental one today is Crane Company's book of Plumbing Fixtures. Both selected Black and White as the paper to do justice to their fine products.

Just as both houses have always maintained the highest standards of workmanship in their products, they also insisted on equally high quality in their printed representatives. Paper of substantial and proven merit is a good foundation on which to build any important piece of printing.

D & C papers have stood the hardest test of all—the test of time. And there is a D & C paper available today for every modern printing need. Ask your paper distributer which D & C papers best meet your requirements. He is able and willing to help you.

DILL & COLLINS
Master Makers D TRADE MARK *of Printing Papers*
PHILADELPHIA



They Say:—

"The Molloy Covers you furnished us a year or two ago were very satisfactory and helped materially to prolong the life of our expensive catalogs in the hands of our salesmen. Reports received indicate that the usual life of a catalog as used by a salesman on the street every day was three weeks while your covers prolonged the life of that particular catalog to six months."

Molloy Made Covers do much to reduce the high mortality rate among manufacturers' catalogs—not only in the hands of salesmen, but in the offices of prospective customers—for nobody ever throws away a Molloy Covered Book! *And no matter how much your customer uses your catalog, a Molloy Made Cover will hold it intact. Durability—beauty—distinctive individuality—these qualities win attention and build sales. The cost is moderate.*

Write us about covers for your forthcoming book.

MOLLOY MADE

THE DAVID J. MOLLOY COMPANY

Commercial Covers for Every Purpose

2863 N. Western Ave. Chicago

Branch Offices in Principal Cities

1919, doubtless there will be periods of uncontrolled buying. But they will in my opinion be in the nature of interruptions to the development of controlled, or hand-to-mouth buying, rather than permanent abandonments of it.

It is also true that certain specific factors have hastened the spread of controlled buying since the war. An example is furnished by the railroads. Our railroaders took over a chaotic situation from the Government, and now offer us the most wonderful transportation set-up the world has ever known.

Of course, buying according to need requires an efficient transportation system. Some of the outstanding results of controlled buying come as a result of the efficiency with which our railroads are today operating. There is reason to believe, indeed, that at least a billion dollars have been released as the fruits of this very effective combination. Some businesses with confidence arrange their schedules so tightly that a day's delay in freight would embarrass them.

It does not appear likely that the railroads are going to fall back into chaos, so it seems to me that controlled buying is a permanent development, barring interruptions now and again.

International Advertising Association Appoints Committees for Denver Convention

PRESIDENT WOODBRIDGE has announced the appointment of E. D. Gibbs, advertising director of the National Cash Register Company, Dayton, Ohio, as chairman of the General Program Committee.

Mr. Gibbs will be supported by the following committee: W. Frank McClure, vice-president of Albert Frank & Co., Chicago, and chairman of the Advertising Commission, and Frederick W. Hume, director of public relations of New York, as vice-chairmen; Walter K. Tower, Detroit; W. B. Tingle, Montreal, Canada; Frank A. Black, Boston; Mrs. Bernice Blackwood, Chicago; James P. Simpson, Dallas; Don Gilman, San Francisco; Raymond P. Kelley, Spokane; Harold J. Stonier, Los Angeles; Ralph H. Faxon, Denver; H. H. Charles, New York; Percy C. Burton, London, England and M. Etienne Damour, Paris, France.

Gilbert T. Hodges of the Frank A. Munsey Company, New York, is the chairman of the On-to-Denver Committee for the entire Association. Other members of Mr. Hodges' committee are the following: Major P. F. O'Keefe, Boston; Fred J. Meyers, New Orleans; Lloyd Spencer, Seattle; C. C. Younggreen, Milwaukee; John F. Greenawalt, Denver; Miss Leetha C. McGee and Dr. Marcel Knecht, Paris, France.

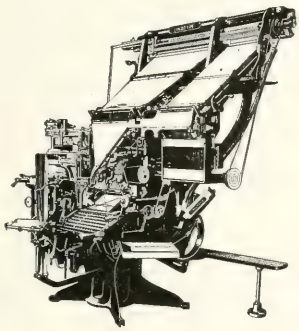
The General Convention Committee at Denver, headed by Joseph Moorhead of the Rocky Mountain States Telephone and Telegraph Company, announces the appointment of Ralph H. Faxon of Denver as executive secretary of the Denver Convention Committee.

TYPOGRAPHY

TRADE LINOTYPE MARK

STANDARDS OF TYPOGRAPHY

are much higher today than ever before, largely because the Linotype has made it possible to produce good composition economically



MERGENTHALER LINOTYPE COMPANY

Brooklyn, New York

CHICAGO SAN FRANCISCO NEW ORLEANS : CANADIAN LINOTYPE LIMITED, TORONTO

REPRESENTATIVES IN THE PRINCIPAL CITIES OF THE WORLD

LINOTYPED IN THE GARAMOND SERIES AND ORNAMENTS

520 273 A

Attention

YOU have undoubtedly observed the variation in the ability of people to impress you. Some register big right away; others never get across with you at all.

Even in my grammar school days I was impressed with the wide variation in the ability of my teachers to get and hold the attention of the class.

Miss Smith was a lovable old dear and there wasn't a thing in the world she wouldn't do for her class. She was not without good looks and personality either. Yet, try as she would, she could not get us children to hold still at all. And she did try everything—threats, promises, or what have you.

On the other hand, little Miss Jones was a most unprepossessing shrimp; unassuming and with a distinct air of timidity. Yet, I'm telling you, she had our complete and undivided attention. It was easy to learn under Miss Jones' guidance.

A similar variation is to be noticed in publications.

Some magazines get and hold readers and move them to action, while the pages of other magazines see the light of day but rarely, because so few persons pay enough attention to these magazines to take them out of the wrappers.

A magazine, to get by with its readers, must deal with real ideas in a "grown-up" way. Fancy layouts, the liberal use of pictures, trick diagrams, ingenious headline arrangements, arrows, coated paper, etc.—all the physical and ocular dressings up—these may get your business magazine some passing attention. But, alone, by themselves, they will not get your magazine read regularly.

We know that like attracts like. Brains in the editorial innards of a magazine attract the brains of readers.

A. R. Mayer.

for
INDUSTRIAL POWER
608 S. Dearborn St.
Chicago, Ill.

Meekness inhibits us from claiming a super adequacy of brains in the editorial department of INDUSTRIAL POWER. But, our advertisers will tell you for us that at least the ads get wide attention. And that's not lightly to be laughed off.



Autocracy

Is mankind reverting to the idea of one-man rule? Are we beginning to believe that the committee system—not in governmental matters only, but in business, as well—is a failure? In other words, is democracy being scrapped in favor of autocracy?

Really, it would seem so. Just so long as things are going nicely, just so long are we content with the *status quo*. But at the first sign of trouble, the cry goes up, "We've got to have a dictator." With the result that, a few weeks later, somebody finds himself filling a job whose limitations and responsibilities are somewhat indefinite but whose salary is anything but that.

This sort of thing might be very much all right if the "dictator" actually dictated. In most cases, he does not. He is a compromiser, a fixer of fences; not a dictator. And he knows, as do the men who pay him his salary, that he is their servant, not their master. That fact may be pretty well covered up; but it is never forgotten. And so, it seems to me, we are having the form of autocracy, rather than autocracy itself.

* * *

Rhythm

Every writing man knows how important rhythm is and, consciously or unconsciously, tries to achieve it.

From that admirable hand-book, "A Dictionary of Modern English Usage" (H. W. Fowler, Oxford University Press), I quote as follows:

> It is an instinct cultivable by those on whom nature has not bestowed it, but on one condition only—that they will make a practice of reading aloud. That test soon divides matter, even for a far from sensitive ear, into what reads well and what reads tamely, haltingly, jerkily, lopsidedly, top-heavily, or otherwise badly; the first is the rhythmical, the other the rhythmless.

As an example of rhythmic English, this quotation from the Old Testament is given:

> And the king was much moved, and went up to the chamber over the gate and wept: and as he went, thus he said: O my son Absalom, my son, my son Absalom! Would God I had died for thee, O Absalom, my son, my son!

Read this aloud; not once but two or three times. Then you will get the sweep of it, the gorgeous and splendid beauty of it.

"Rememberability"

That, it seems to me, is the true test of creative work—do you remember it? Does it stick in your mind?

A play, a novel, a song, a piece of advertising copy—does it stick? If it does, it has virility. If it does not, it lacks that quality.

Let your mind turn to the work you did years ago. Of the great bulk of it, you have no recollection. But a few of the things you wrote are as remembered as though you had penned them an hour ago. These are the things that justify us.

* * *

To Fame Unknown

Somewhere in the British Isles—if he is still living—is a comedian who is funnier than Charlie Chaplin, Harry Lauder, Harold Lloyd, and Harry Langdon combined. I do not know his name. I never knew it. But I remember, as though it were yesterday, a performance he gave at a music-hall in Southampton, England, on a certain evening in July, 1911. I had spent a week at Bournemouth and arrived in Southampton in the evening, so as to have a good night's sleep before sailing on the *Olympic* the next day. After dinner, I strolled along Southampton's streets. They weren't very interesting, and for want of something better to do, I entered a music-hall which seemed to promise relief from boredom.

It was one of those places of amusement the like of which one finds in almost every British city—not very large, not very clean, and catering to men and women who have very little money. (I paid, I remember, two shillings for my seat—and it was about the best in the house!) The performance was not particularly interesting until *he* appeared. Then—! For more than half an hour he held that audience in the hollow of his hand. He made it shriek with laughter; he made it cry; he did with it what he pleased.

How so extraordinarily competent an artist has escaped recognition is quite beyond me. I never saw his equal—and I have seen pretty much all the great ones of this generation. In my opinion, this unknown favorite of a cheap music-hall was king of them all.

* * *

Rule-of-Thumb Stuff

"When I was in active business," a retired business man told me recently, "I used the want ad columns of the New York newspapers as the best possible index of business conditions. As long as the Help Wanted advertisements far outnumbered the Situations Wanted advertisements, I felt safe. If and when the amount of Help Wanted advertising fell off, I'd take in sail. Efficiency experts would, of course, sniff at any such methods. 'Rule-of-thumb stuff,' they would call it. But it worked."

JAMOC.



First in the Homes of Chicago

THERE could be no finer tribute paid to the excellence of the Evening American as a newspaper than the fact that it goes into more HOMES in Chicago than any other daily paper.

Because it is clean and wholesome, and appeals to all the family, the Evening American enjoys the confidence of a reader audience that represents purchasing power sufficient to spell success for any advertiser cultivating it.

If you want to sell Chicagoans, sell them in the HOME thru the big HOME newspaper of this rich, responsive market.

Daily Average Net-Paid Circulation for 1926—

528,626

which exceeded that of the second evening paper by 124,348 copies daily

CHICAGO EVENING AMERICAN

a good newspaper



The Meeting Place

An Advertisement of
the American Telephone and Telegraph Company

IT IS not so long ago since people met in town hall, store or at the village post-office, to talk over matters of importance to the community. Then came the telephone to enable men to discuss matters with one another without leaving their homes.

With the growing use of the telephone, new difficulties arose and improvements had to be sought. Many of the improvements concerned the physical telephone plant. Many of them had to do with the means of using the apparatus to speed the connection and enable people to talk more easily.

This need for improvement is continuous and, more than ever, is a problem today. Speed and accuracy in completing seventy million calls daily depends upon the efficiency of Bell System employees and equipment as well as upon the co-operation of persons calling and those called and numerous private operators.

It is not enough that the average connection is made in a fraction of a minute or that the number of errors has been reduced to a very small percentage.

The American Telephone and Telegraph Company and its associated Bell Telephone Laboratories have practically for their sole task the making of the telephone more serviceable and more satisfactory—as a means of conversing with anyone, anywhere, any time.

Letters Have Helped to Bring $84,000,000
Our Specialists Wrote Them
They Are Ready to Write Yours
Address: FINE LINE ARTS
740 Rush Street, Suite 505-7-9, Chicago

The Only "Denne" in Canadian Advertising
We give "on the spot" Counsel and Service in your Canadian Advertising, based on years of practical experience in this field. Ask our advice on methods and media.
A·J·DENNE & Company Ltd.
Reford Bldg. TORONTO.

The Standard Advertising Register
is the best in its field. Ask any user. Supplies valuable information on more than 8,000 advertisers. Write for data and prices.
National Register Publishing Co.
Incorporated
15 Moore St., New York City
R. W. Ferrel, Manager

Bakers Weekly A.B.C.-A.B.P.
New York City
NEW YORK OFFICE—45 West 45th St.
CHICAGO OFFICE—343 S. Dearborn St.
Maintaining a complete research laboratory and experimental bakery for determining the adaptability of products to the baking industry. Also a Research Merchandising Department, furnishing statistics and sales analysis data.

Is the Radio Industry Committing Suicide?

[CONTINUED FROM PAGE 21]

accounting for fifteen per cent of the service calls reported by this radio servicing concern, arise from the failure of the salesman to explain fully the functioning and care of the receiving set and its accessories. Many of these complaints are from customers who buy a set on a friend's recommendation, with the belief that it will perform in a certain way. For example, a customer may demand a certain receiver, "powered direct from the light socket." The salesman gives him the receiver demanded with an eliminator and trickle charger outfit to power it. After a month or two the receiver "goes dead," because its trickle charger needs distilled water or the storage battery has run down. The customer is surprised to find that his receiver needs attention and complains vigorously. Had the salesman taken the trouble to explain the maintenance precautions necessary and the distinction between true and pseudo-socket power, no misunderstanding would have occurred. A good part of the twenty per cent of failures resulting from abuse or misuse of the receiver are likewise preventable.

FIFTY dealers out of a hundred have learned the simple truth that good salesmanship requires more than the sale of a good receiver; it means suitable high grade accessories, careful installation and adequate instruction as to use and maintenance. Such dealers are gradually winning a reputation which is weakening the position of their short-sighted competitors. It is simply a question of truthful and intelligent selling with customer satisfaction as the prime objective. Radio is unique in that the buyer must beware and, like Diogenes, look for an honest dealer who tells the entire truth when he sells. The retailing problem will solve itself in time.

More important, perhaps, is the broadcasting problem, which the manufacturers must sooner or later tackle. Some day the industry will awake to the fact that radio receivers are bought for their entertainment service and that their technical qualities are merely means to secure the maximum enjoyment from them. No matter how good the set, its entertainment value is determined by the broadcasting that animates it. If that broadcasting is mediocre, the receiver's entertainment value cannot be more than mediocre, whether the receiver which interprets it cost fifty, a hundred, or five hundred dollars.

The automobile industry did not come into its own until about the only barrier to the sale of a car to almost every normal person is lack of the necessary down payment. The great unsold public of the radio industry is unsold because of the mediocre quality of broadcasting, and it will remain so until radio reception conditions are improved and intense rivalry for program superiority between stations is restored.

There are a few outstanding stations in every district rendering good ser-



"Lillian the Stenographer"

No "Loves of Lillian"—no "Temptations of Tessie"

WHAT mass-circulation newspaper appears without its Serial Story—heart-throbbing, sex-appealing? Lillian the stenographer and Tessie the "salesperson"* hesitate on the street corner with car-tickets clutched in their little hands. Will they go home with Virtue, typified by the Traction Company, or with Vice, enacted by a Wealthy Wastrel with a straight-eight and a sinister purpose? The urban population buys countless papers to find the answer.†

Serial after serial . . .

But TIME makes no appeal to those who become wide-eyed, lip-parted, over serial after serial. It avoids also that public which most responds to bathing-beauty contests, heart-advice columns, prizefighters' biographies and co-respondents' diaries. Confining itself to new and to significant news, TIME goes to those who are adults in intelligence as well as in years.

Automatically selects . . .

Selecting its contents, TIME automatically selects its readers, barring the child-mind and inviting the mentally adult. And the TIME reader brings to TIME's advertising columns the same alert intelligence, the same responsive mind, that he brings to its editorial contents. Advertising's selling power depends upon its ability to move minds—advertisements in TIME strike smooth-running minds equipped with roller-bearings.

More than echoes . . .

There are other magazines through which you can talk to more people than you can talk to through TIME. But when you talk to TIME readers more than echoes answer.

ROBERT L. JOHNSON, *Advertising Manager*
25 W. 45th St., New York City
Main Office: Penton Bldg., Cleveland, O.

* "salesperson"—a dubious variation of the word "salesgirl."
† the serial ranks with the comic strip as a circulation-getter.

TIME began in 1919 with 9,000 subscribers; now TIME passes the 130,000 mark and guarantees that its flight through 1927 will be at a plus 135,000 average. Ninety-four per cent of TIME's circulation is homes circulation—not news-stand purchases.

TIME

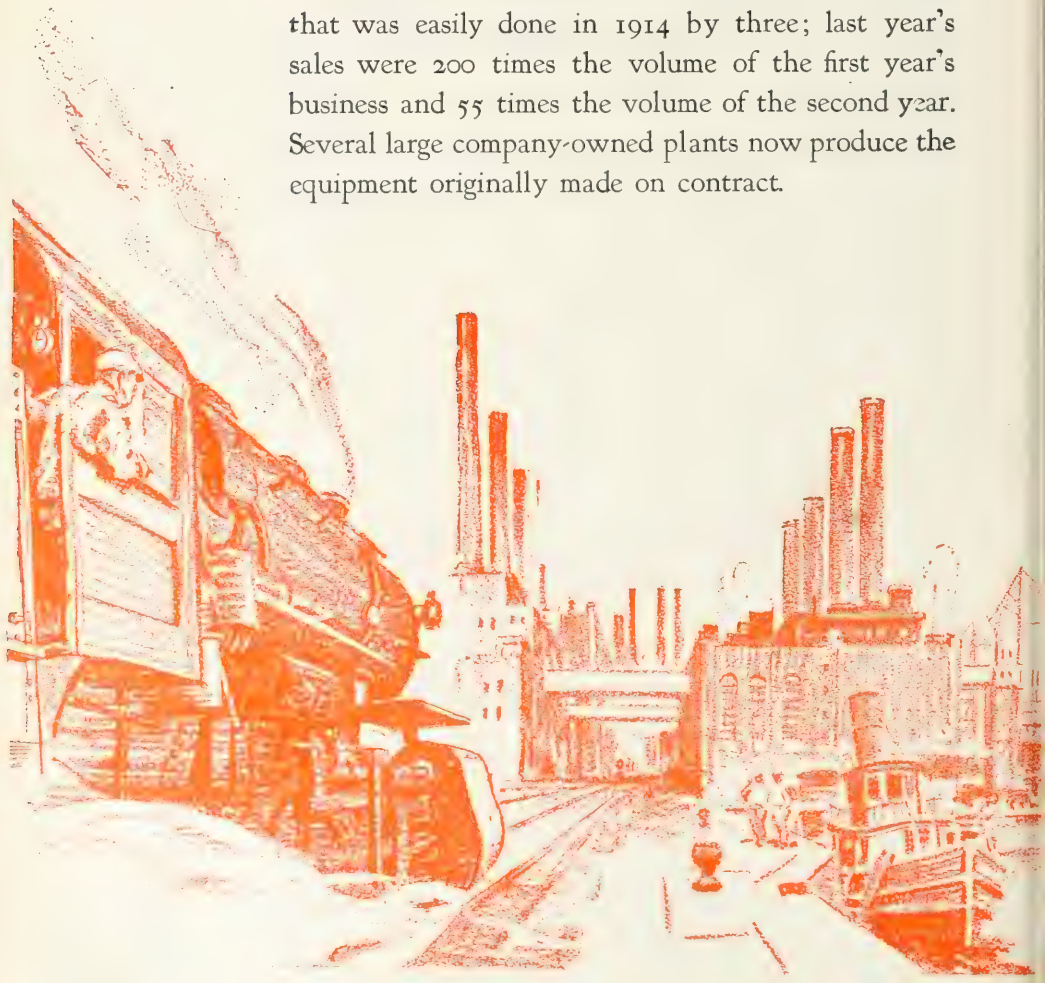
To Press Tuesday—THE WEEKLY NEWSMAGAZINE—*To Readers Friday*



Speeding Industrial

IT seems only yesterday that they were starting out—this engineering equipment corporation that today dominates the field.

Today 300 draftsmen cannot turn out the work that was easily done in 1914 by three; last year's sales were 200 times the volume of the first year's business and 55 times the volume of the second year. Several large company-owned plants now produce the equipment originally made on contract.



the Way to Prestige and Profits

STARTING from scratch—a new name, without prestige—to a position of absolute dominance within a single decade. This actual case is another of those examples of conspicuous achievement which color the pages of American industrial history.

How was it accomplished?

The answer is good products, good engineers and—a sound industrial marketing and advertising procedure in which, according to an officer of the corporation, McGraw-Hill Publications were a major factor.

This Industrial Advertising persistently campaigned for lower operating costs through use of the advertised equipment. Not for the day, but for three years—five years ahead the advertising aimed for business. The pace the advertising set 12 years ago was always increased—never slackened.

And now, having conquered the market, this Industrial Seller depends upon Industrial Advertising for a still more important purpose—to keep command of his leadership. His confidence in Industrial Advertising and his knowledge of Industry's trends are best evidenced by plans to handle a doubled volume of business in 1927.

The case cited shows how Industrial Advertising, based on marketing knowledge, is the direct and effective approach to the Industrial Buyer's interest.

Granting all honor to the leaders who attribute their standing to Age, no Industrial seller wants to wait for Time alone to ripen his prestige. What this manufacturer did is possible for other manufacturers to do, for the basic fundamentals of industrial recognition are charted in the McGraw-Hill Four Principles of Industrial Marketing.

1. Determination of worthwhile markets.
2. Analysis of their buying habits.
3. Determination of direct channels of approach.
4. Study of effective sales appeals.

IN either preliminary or advanced consideration of Industrial Marketing and Advertising problems and possibilities, the complete facilities of the McGraw-Hill organization are available to any Industrial Seller or his advertising agency. Each McGraw-Hill office is fully equipped to serve.

"Industrial Marketing at Work" is a new book soon to be published. It shows how to make a step-by-step application of the McGraw-Hill Four Principles of Industrial Marketing. If Industry is your customer this book will help establish your advertising and selling on a foundation of certainty. You may request the nearest McGraw-Hill office to deliver a copy as soon as it is off the press.

McGRAW-HILL PUBLISHING COMPANY, Inc., NEW YORK, CHICAGO, PHILADELPHIA, CLEVELAND, ST. LOUIS, SAN FRANCISCO, LONDON. PUBLISHERS OF

McGRAW-HILL PUBLICATIONS

45,000 ADVERTISING PAGES USED ANNUALLY BY 3,000 MANUFACTURERS TO HELP INDUSTRY BUY MORE EFFECTIVELY

CONSTRUCTION & CIVIL ENGINEERING
ENGINEERING NEWS-RECORD
SUCCESSFUL CONSTRUCTION METHODS

ELECTRICAL
ELECTRICAL WORLD — ELECTRICAL WEST
ELECTRICAL MERCHANDISING

INDUSTRIAL
AMERICAN MACHINIST — INDUSTRIAL ENGINEER
CHEMICAL & METALLURGICAL ENGINEERING
POWER

TRANSPORTATION
ELECTRIC RAILWAY JOURNAL
BUS TRANSPORTATION

RADIO
RADIO RETAILING

MINING
ENGINEERING & MINING JOURNAL
COAL AGE

OVERSEAS
INGENIERIA INTERNACIONAL
AMERICAN MACHINIST
EUROPEAN EDITION

CATALOGS & DIRECTORIES
ELECTRICAL TRADE CATALOG
ELECTRICAL ENGINEERING CATALOG
RADIO TRADE CATALOG
KEYSTONE COAL MINING CATALOG — KEYSTONE CATALOG (METAL-QUARRY EDITION)
KEYSTONE COAL BUYERS CATALOG
CENTRAL STATION DIRECTORY
ELECTRIC RAILWAY DIRECTORY
COAL FIELD DIRECTORY
ANALYSIS OF METALLIC AND NON-METALLIC MINING, QUARRYING AND CEMENT INDUSTRIES

Help

in selling means more than exhorting salesmen to greater effort.

Dealers

especially, are becoming callous to mahogany desk sales strategy.

Make

your dealer organization really enthusiastic by taking some of the load yourself.

Sales

in greatly increased volume always follow the use of Caxton a. d. a. Ask us about it.

THE CAXTON COMPANY

CLEVELAND

vice; but most of them are hampered in their efforts by four or five surplus neighboring stations. These cause interference and heterodyne squeals, and each excludes one or more good stations within a few hundred miles of the listener's receiver. The listener is now given a choice of one or two high grade local stations which he can hear clearly, and twenty or thirty others; most of them local, some of them at a moderate distance, obscured and marred by exasperating interference whistles.

The ether will accommodate only so many broadcasters; to exceed its limitations is to destroy broadcasting for everybody not only for the excess stations but for pioneer stations and for the broadcast listener as well. Broadcasting serves too large a number with entertainment to be in danger of continued self-destruction, but the radio industry has already sacrificed at least $200,000,000 in sales this season because of poor broadcasting conditions.

Some individual manufacturers have had larger sales in dollar volume this year than last because of higher cost per unit of sale, but the number of sets sold is probably twenty per cent less. This is in spite of the fact that ether conditions last year were relatively poor, while this year they are extraordinarily good. Had there been but one-fourth of the present number of stations on the air this fall, it would have been easy to double this year's sales figures. Any ordinary receiver would have picked up stations in every section of the country with reasonable clarity of reproduction. It is a marvelous year for distance, but senseless ether congestion has made it impossible to take advantage of this exceptional condition. Distance *sells* more receiving sets than tone; good quality of tone makes them enjoyable and keeps them sold. Long distance reception is a phase through which almost every listener passes; it is the lure that lends radio its fascination. If, in a half hour demonstration, a dealer can tune in clearly ten stations more than a thousand miles distant, a sale can be made to the most hardened prospect. Long distance reception has the same influence that a seventy mile an hour speed has in selling automobiles. Distance is of no practical use but it indicates reserve power, necessary to fine performance under ordinary conditions.

THE excess of broadcasting stations is the result of several months of total lack of regulatory power on the part of the Department of Commerce; a condition which was hastened by a radio manufacturer who coveted the wave length occupied by a pioneer station already serving a large audience. The chaotic conditions of today were freely predicted, but the industry took no steps to protect itself. It waited for Congress to rub the magic lamp and eliminate the extra stations. But it will discover, sooner or later, that government regulation will be of little help in bringing truly ideal broadcasting conditions.

The recently enacted Radio Act will, of course, help to alleviate these deplorable conditions. Results cannot be expected overnight; the problems with which the regulating commission are faced are of unbelievable delicacy. The radio industry is inclined to regard its problems as solved with the passing of the Radio Act; an optimistic view





An Audience of 102,000 Industrial Buyers

KEY men—major executives and the important individuals in operating personnel—the men who occupy the strategic positions in the World's largest industrial markets constitute the audience available to users of the Penton Publications.

Founded on the bed rock of service, seasoned by upwards of fifty years continuous publication, Penton Publications offer a channel of approach to manufacturers of industrial products or purveyors of industrial services leading right to the heart of the great metalworking, machinery, foundry, abrasive, and marine transportation activities of this country.

If you personally could address an audience of a hundred thousand leading men in American industry, you would consider it a great opportunity. Just such a group is available to you through the Penton Publications—papers in which your message will be *read* and *absorbed* by the men who control the purse strings and policies of the great fundamental, essential industries of this country.

The Penton Publishing Co.

Penton Building Cleveland, Ohio

The Penton Press—Printers of newspapers, business papers, national mazazines, books, catalogs, etc.

Member, Audit Bureau of Circulations. *Member, Associated Business Papers.*



Dairy farms in this territory have sufficient capacity to meet the milk requirements of the New York metropolitan area.

This is "The New York City Milk Shed"

A LAND literally flowing with milk and honey, its thousands of hills dotted with a million heavy-milking cows. In summer these cattle wade in spring-fed streams and graze in green pastures; in winter, they munch succulent silage in sanitary modern barns.

From this favored region comes the milk required by the teeming millions of the Greater City. The bulk of this milk is marketed through one of the world's greatest farmer-owned organizations—the Dairymen's League Cooperative Association, Inc.

It is this Association which publishes the Dairymen's League News —the outstanding dairy paper of the East. Through the advertising columns of this paper you can reach the prosperous, progressive dairy farm families of this territory.

Write for Sample Copy and Rate Card

Dairymen's League News Circulation is concentrated in this "Milk Shed."



DAIRYMEN'S League NEWS

New York
120 West 42nd Street
W. A. Schreyer, Bus. Mgr.
Phone Wisconsin 6081

Chicago
10 S. La Salle Street
John D. Ross
Phone State 3652

Folded Edge Duckine and Fibre Signs
Cloth and Paraffine Signs
Lithographed Outdoor and Indoor Displays

THE JOHN IGELSTROEM COMPANY
Massillon, Ohio Good Salesmen Wanted

THE AMERICAN ARCHITECT
A. B. C. Est. 1876 A. B. P.

"Advertising and Selling to Architects," a booklet prepared to give you a better understanding of the architectural field, is now available.

Your copy will be sent upon request.

243 West 39th St. New York

Shoe and Leather Reporter
Boston

The outstanding publication of the shoe, leather and allied industries. Practically 100% coverage of the men who actually do the buying for these industries. In its 67th year. Published each Thursday. $6 yearly. Member ABP and ABC.

Topeka Daily Capital

The only Kansas daily with circulation thruout the state. Thoroughly covers Topeka, a midwest primary market. Gives real cooperation. An Arthur Capper publication.

Topeka, Kansas

hardly justified by experience with government regulation. The radio commission can and will do a great deal; it will correct the most serious causes of confusion. It will exert its police power by eliminating 250 or 300 stations from the present list of 733 so that no station will continue to ruin the service of another. That accomplishment will be a great blessing, but it is far short of a complete solution of the industry's broadcasting problem.

THE open sesame to the radio market lies in the establishment of ideal broadcasting conditions. It has been assumed that the ideal is to license as many stations as can be crowded into the ether without disturbing interference. This formula develops out of the mania which thousands have to run their own broadcasting station, and it is not based upon any conception of what the listener wants or of what is good for the radio industry. Discrimination must be used in licensing broadcasters, whether discrimination is democratic in spirit or not. The necessity for excluding a certain station from the air is not based upon any hostility to those who run it, but upon the limitations of the radio medium.

The elimination of overlapping stations is only one step toward the betterment of radio reception. This much the Radio Commission is quite certain to accomplish within the next three or four months. But only when we have ideal broadcasting conditions will the radio market expand to its full value, and the attainment of *ideal* conditions is the responsibility of the industry. Ideal broadcasting conditions require that every station has a free ether channel to the limit of its range. That means not four or five hundred stations on the air, a number to which we have been accustomed for the past three or four years, but only two hundred or two hundred and twenty-five. This will not only secure reception free from interference; it will also bring about much higher standards in the programs supplied by two or three rival broadcasting chains rather than by a single dominant chain. It will bring us the stimulating influence of competition in place of a virtual monopoly of good broadcasting by a single chain. It is competition in programs which will make the ownership of a radio receiver desirable to every family. Competition on an equal basis means tremendously enhanced value to every receiving set.

At the present time there are in the United States about one hundred worth while stations on the air and five hundred useless competitors, stepping all over each other and excluding the services of high grade stations from seventy-five per cent of their potential audience. If each five of the five hundred superfluous stations could be consolidated into one, there would be two hundred stations on the air. Any selective receiving set, at all hours, could then pick up perhaps a hundred of these clearly on good winter evenings. An hour's time on a consolidated station would be worth a week's time on the present line-up of squealing, interfering small stations. Half a million dollars' worth of diplomacy on the part of the leaders of the radio industry in bringing about the consolidation of small stations would bring a billion dollars in sales the first year. This is the real

Let 9½ Million Families Speak for You

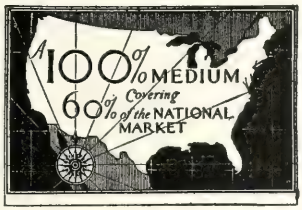
WORD-OF-MOUTH advertising is possible only where people know each other, where natural neighborliness is the paramount binding force.

There is true neighborliness in the small towns and on the farms. And a neighbor's favorable comment regarding an advertised product is bound to have effect on others.

The Country Newspaper—the ONE publication the small town and farm folks read regularly—gives impetus to word-of-mouth advertising.

For 100 percent reader interest and advertising that is heard use the Country Newspaper. It covers 60 percent of the buying power of the entire nation. It will take your advertising voice into the homes of nine and a half million families—prosperous, progressive, free-buying families—and make it heard.

The country newspapers represented by the American Press Association present the only intensive coverage of the largest single population group in the United States—the only 100% coverage of 60% of the entire National Market.



Country newspapers can be selected individually or in any combination; in any market, group of states, counties, or towns. This plan of buying fits in with the program of Governmental Simplification, designed to eliminate waste.

AMERICAN PRESS ASSOCIATION

Represents 6,525 Country Newspapers—47½ Million Readers

Covers the COUNTRY Intensively

225 West 39th Street
New York City

122 So. Michigan Avenue
CHICAGO

68 West Adams Avenue
DETROIT



Take advantage of the tremendous buying power behind this emblem!

The net paid circulation of The Shrine Magazine is 607,112 copies monthly. *A distribution statement, by states, will be mailed upon request.*

THE SHRINE MAGAZINE

1440 Broadway · New York
Phone: Pennsylvania 7827

CHICAGO
122 So. Michigan Blvd.
Telephone: Wabash 6944-5

BOSTON
Little Building
Telephone: Hancock 8086

ELECTRICAL ANIMATED AND STILL

DISPLAYS for WINDOW, COUNTER, and EXHIBITS

Effective-Dignified
Planned Inexpensively

CONSULT WITH EXPERTS

ANIMATED PRODUCTS CORP.
19 WEST 27TH ST. NEW YORK

Free! Ponton's Mailing List Catalog

List o' Trades and HOW to Reach 'em

R. G. DUN Statistics

108 PAGES. 8500 DIFFERENT LISTS

Write for your copy today.

THE W. S. PONTON CO., Inc.
307 SIXTH AVENUE NEW YORK

merchandising problem of the radio industry. The Radio Commission can relieve congestion but it can hardly be expected to bring ideal conditions.

No one would lose by this proposed consolidation of stations; not even the four stations out of each five which would be eliminated. A one-fifth interest in a good station at one-fifth the cost would command not five, but probably ten times the audience now available to the single station. Larger audiences would greatly increase the value of individual microphones and that would, in turn, attract real program features. The listener would have a choice of twenty or thirty improved programs from stations within a distance of a few hundred miles, while now he is lucky if these are two or three stations which he can hear without interference.

The radio industry is badly in need of a leadership that would face the issue squarely. It must mobilize its resources and begin cleaning house. It must improve its commodity—broadcasting programs, not knobs, dials and gadgets—until it is raised to a point of entertainment and service value so irresistible that no one who could afford it would be without a high grade receiver.

High Pressure Advertising

[CONTINUED FROM PAGE 25]

Surely, if one of the ablest thinkers upon the subject of advertising characterizes consumer demand created by national advertising as having "no economic or moral basis in fact," we may term the business created by a manufacturer in this way as artificial demand.

During the year 1925 the probable expenditures of national advertisers for creating this artificial demand was around $1,000,000,000.

Year by year the expenditure has been increasing.

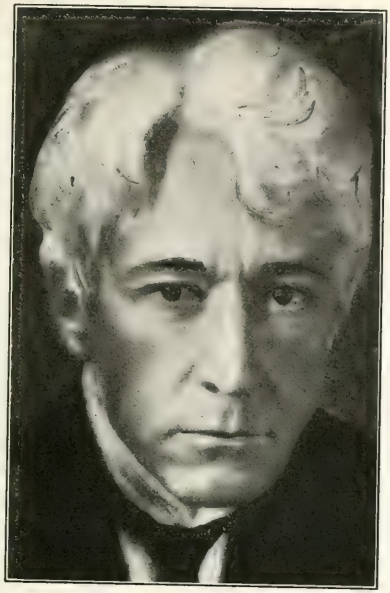
It is difficult to estimate accurately the rate of increase, but if we assume it to be substantially the same as the rate of increase of the advertising inserted in leading magazines of the country, we shall probably come very near the actual rate.

In 1915, advertisers spent $38,737,336 in 76 monthly and weekly magazines, women's publications and farm journals. In 1916 they spent $51,867,803 in 77 publications; in 1917 in the same number of publications, $57,793,628; in 1918, in 72 publications $61,312,888; in 1919, it was $97,208,791; in 1920, it was 132,414,799.

This would indicate that the expenditure was more than trebling itself every five years. As, however, the year 1921 (the year of deflation,) showed a reduction in advertising in these publications to $95,439,236, this rate would be too high.

A very conservative estimate based upon these figures would be that the expenditure more than doubles itself every five years.

This means that if the expenditure for national advertising was $1,000,000,000 in the year 1925, it will be $2,000,000,000 in 1930; $4,000,000,000 in 1935; $8,000,000,000 in 1940 and so



"They're good enough for me—"

NEW YORK
EVENING GRAPHIC
Member A. B. C.

"IF I were back in public life again and running for public office, I would rather have my picture published on the front page of a tabloid than two columns of type in a regular-sized newspaper. I believe it would leave a greater impression on the mind of the reader.

"I read a great many newspapers every day and read them carefully and thoroughly. I get all the Chicago papers and all of the New York newspapers. I particularly enjoy the three New York tabloids, which I get every day principally for the pictures. There are ever so many things that one can see in a picture that can't be gotten from a column of type and I enjoy looking at them.

"I think those who scoff at tabloids underestimate their value. The very fact that they have such large circulations should indicate that the big majority of readers patronizing them enjoy the change from the old-type newspapers."— From an interview with Judge Landis by James M. Kahn of the GRAPHIC'S Sports Staff.

Arthur Henry Co., Inc.

Designers and Producers of Distinctive Direct Advertising

1482 Broadway, New York

Telephone BRYANT 8078

Leaflets
Folders

Broadsides
Booklets

House Organs
Catalogues

Copy Writing
Illustrating

Engraving
Printing

Send for further information

on ad *infinitum* to the advertising millennium.

EVEN those who have carefully observed the growth of national advertising and who have noted from year to year the growth of the circulations of the national mediums, the increase in the amount of advertising in them, and the sizes of spaces used by individual advertisers, find it difficult to visualize the magnitude of the industry which may ultimately be devoted to national advertising. It is already an industry that has attracted thousands of the ablest minds of the country and diverted from other more productive industries great armies of workers in paper making, printing, engraving and allied fields. The raw materials used in the industry, the pulp wood, coal, lead, copper, zinc, represent great drafts upon the natural resources of the earth.

An excellent statement concerning the purposes for which all this money is spent is made in an advertising trade paper:

In the statement to its stockholders issued recently by The American Sugar Refining Company, we find this statement:

"Formerly, as is well known, household sugar was largely of bulk packing. We have described the sale of package sugar and table syrup under the trade names of 'Domino' and 'Franklin' with such success that the volume of trade-mark packages now constitutes roundly one-half of our production that goes into households.

"This package development necessitated very large changes both in equipment and in refineries. The advantage of this business is its direct contact with the consumer."

There are two significant points in this brief statement. First, that the advertising and sales effort put behind this company's packaged sugars has resulted in selling approximately half of its volume in package form, whereas only a few years ago all sugar was sold in bulk. Second, that although the packaging operation involved a large outlay for equipment and changes in plant, this has been compensated for by the greater control the company has over its business through direct contact with the users of its product.

These facts should be of vital interest to any executive who faces the problem of marketing a staple product that is hard to control because it is sold in bulk.

Twenty years ago the sale of sugar in cardboard cartons under a brand name would have been unthinkable. Ten years hence this kind of history will have repeated itself in connection with many other staple commodities now sold in bulk, both to the householder and to the industrial consumer.

Perhaps the most authoritative brief statement of the manner in which brand specification has attained its present proportions is contained in the report of the Joint Commission of Agricultural Inquiry on Marketing and Distribution, and follows here:

Under liberal governmental laws, fostering educational opportunity, monthly and weekly magazines and papers of wide circulation came into existence about 1880 and increased rapidly in number until about 1910. These magazines offered an opportunity for wide exploitation of manufactured goods. However, to realize a profitable return on advertising, it was necessary for the makers of goods to identify their products and guarantee satisfaction.

This led to increased branding and trade marking of goods and packaging of foodstuffs. With the opportunity offered through widespread circulation of advertising mediums, there developed broadcast distribution of goods and a competition between manufacturers of parallel articles for national markets. This competition reflected itself in a further effort on the part of manufacturers to improve methods of manufacture and secure economies of large volume production. Competition was not confined, however, to production, but extended to the purchase of more advertising space in a larger number of publications and an increased selling effort of most intensive character.

In addition to the usual selling organiza-

"—very convenient for our salesmen."

Acme White Lead



Three years of hard usage and still going strong. Acme White Lead & Color Works' men find the Pyramid Sales Portfolio very convenient and like the way they are built. Certainly must be giving satisfaction to stand the test of three years' time, and carry three different sales messages during that period. Read what Mr. Reiss, Manager of Sales Development, has to say:

We have used your Pyramid Portfolio for the past three years.

We find it very convenient for our salesmen to use and we also like the way it is built.

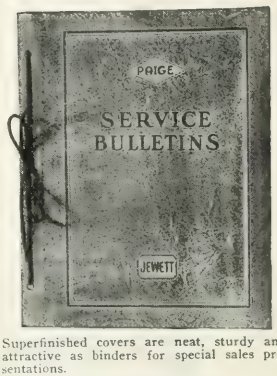
In our estimation, a portfolio of this kind is very valuable in getting and holding the prospect's attention and it is also quite easy for the salesman to use in presenting his proposition.

"Ask the Man Who Uses One"

Write for our 16 page illustrated book on both the single and double visual Pyramid Sales Portfolio.

Pyramid Sales Portfolio

U. S. Patent No. 1577697



Superfinished covers are neat, sturdy and attractive as binders for special sales presentations.

Michigan Book Binding Company

Schmidt Power Bldg. Detroit, Mich.

Facts
ON
The MAGAZINE of WALL STREET

The Space Buyer's Value To His Client Is— *His Knowledge of Media*

THIS illustrated brochure is a complete analysis of the *financial* market and the leading publications in this important field.

It is made up in convenient form to fit snugly into your files, carrying the current issue of The Magazine of Wall Street for handy reference.

We shall be glad to send you a copy on request.

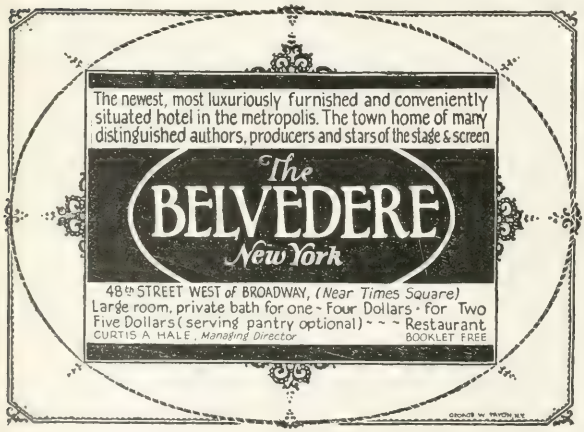
The MAGAZINE of WALL STREET
Member A.B.C.

VICTOR E. GRAHAM
Advertising Manager

42 BROADWAY NEW YORK

The merit that attracts eyes to your printed advertisement is in the apt choice and arrangement of the types that make it. Here we constantly produce printed things that catch the eye, are supremely legible, do their duty. Some actual and potential buyers of printing, we believe are interested in such work. Those about New York who are will, on request, be put on our mailing list to receive the monthly calendars and other things we send out from time to time. All done with the hope of mutual profit.

THE MARCHBANKS PRESS
114 East 13th Street, New York



tions calling upon the wholesalers, manufacturers organized specialty selling, in which they employed men to call upon retailers, distribute samples, and utilize such devices as would tend to compel retailers to purchase goods through the wholesaler. Each new selling device was adopted by competitive manufacturers, with the result that the distribution of manufactured goods became a competition of spending, until it developed a burden of distributive costs in excess of the value of the commodities distributed. However, consideration should be given to the fact that in the competition of identified goods there has developed a greater excellence, uniformity, convenience, hygienic protection of foodstuffs and a radical change in the living habits of the American people. It is apparent, however, that these advantages do not sufficiently compensate for the disproportionate cost of the distribution of necessities.

Brand specifications, as the term is used by advertising men, describes the habit of buying by specifying a brand. Standard specification, on the other hand, may be described as the specifying of established standards in buying. Brand specification is so easily confused with standardization and standard specification that it comes as somewhat of a shock to realize that they are really diametrically opposed.

There is a difference between the branding of a product and what advertising men call brand specification. Brand specification is really an abuse of branding.

Branding itself is merely a means of making it possible to identify the maker of a product. When used on products manufactured to standard specifications, it makes it possible for the buyer to determine what makers conform or fail to conform to standard. But when branding is used primarily to make it possible for a manufacturer to create brand specification through national advertising, it serves fundamentally to enable the manufacturer to evade or lessen price competition.

AN excellent illustration of how brand specification lifts a product out of competition is furnished by one national advertiser of a basic material. In 1914 the American Rolling Mill Company started national advertising to persuade the users of a certain kind of iron to specify "Armco," as the iron to be used in their castings. An article describing this campaign was very suggestively entitled, "Advertising Lifts Armco Iron Out of Rut of Raw Materials." This article describes the reactions of dealers to this campaign, and among others, it quotes the remark of one buyer as follows: "We do not care a continental about your product, although it is all right no doubt, but we do care about your advertising." In other words, the campaign to bring about brand specification in this iron resulted in making this dealer ignore the intrinsic value of the merchandise and to buy it merely because the customers he served were specifying "Armco."

Quite without regard to whether this particular manufacturer took advantage of the opportunity to exploit the market for his product, in so far as price is concerned, it is necessary to recognize that such an opportunity existed. Human nature being what it is, few manufacturers refuse to take advantage of such opportunities. Hundreds of manufacturers who have succeeded in persuading the public to specify their brands have taken advantage of it. Higher prices have enabled them to meet the cost of the national advertising, the excess cost of

Published monthly, supplemented with bulletins and covers daily newspapers, farm papers, general magazines and business papers

To Select the Proper Advertising Mediums

you need

STANDARD RATE & DATA SERVICE

It gives up-to-the-minute information on rates, discounts, color and cover charges, special positions, classified advertising and reading notices, closing dates, page and column sizes—and circulations on publications in the United States and Canada.

The rate cards and circulation statements are practically duplicated and placed in one convenient volume.

USE THIS COUPON

Special 30-Day Approval Order

STANDARD RATE & DATA SERVICE,
536 Lake Shore Drive,
Chicago, Illinois.

.....192.....

GENTLEMEN: You may send to us, prepaid, a copy of the current number of Standard Rate & Data Service, together with all bulletins issued since it was published for "30 days" use. Unless we return it at the end of thirty days you may bill us for $30.00, which is the cost of one year's subscription. The issue we receive is to be considered the initial number to be followed by a revised copy on the tenth of each month. The Service is to be maintained accurately by bulletins issued every other day.

Firm Name .....*Street Address* .....

City .....*State* .....

Individual Signing Order.....*Official Position* .....

ALLENTOWN PA.

Where Wages Are High and Everybody's Prosperous

90% of its 100,000 People Read The Allentown Morning Call

Story, Brooks & Finley
National Representatives

"Ask Us About Advertisers Cooperation"

STUDY Advertising at home

MASTER the fundamentals of advertising the Eastman way, in half the time, half the study, half the cost.

LEARN BY MAIL

Strong faculty of business men who know the essentials of success. The next best thing to personal instruction in the Eastman class rooms.

Entirely different from "book - course" methods. *Simple. Direct.* Moderate cost. WRITE today.

BOX 16

EASTMAN-POUGHKEEPSIE N Y
A National Institution for over Half a Century

Established 1896 BAKERS HELPER Chicago
A.B.P. and A.B.C. Published Twice-a-month

Bakers' Helper is the oldest magazine in its field. It has given practical help to bakery owners for 40 years. The fact that over 75 per cent of its readers renew their subscriptions by mail shows they want it.

New York Office 17 E. 42nd St.
431 S. DEARBORN ST. CHICAGO, ILL.

high pressure marketing as compared with ordinary marketing, and earn profits over and above those normal in the field in which they operate.

It is evident therefore that what distinguishes national advertising economically from retail advertising and from other kinds of advertising such as financial advertising, industrial advertising, and trade advertising, is the fact that by enabling the manufacturer to create an artificial demand for his particular brand, the manufacturer can secure higher prices than he could command if his product were sold purely and simply as merchandise at prices fixed by the fluctuations of supply and demand.

Combination Newspaper Rates

[CONTINUED FROM PAGE 22]

ganization recently purchased what was a forced combination—the *Rocky Mountain News* and *Denver Times*. Immediately after purchasing these newspapers we killed the forced combination and substituted an optional combination."

This, in brief, seems to be the case against the combination rate. It is supported, of course, by much corroborative detail and by reference to specific cities in which the system is thought to be quite flagrantly oppressive and iniquitous.

For instance, there is cited the case of Springfield, Mass., in which there are two morning and two evening papers in combination, under one ownership, and it is alleged that the advertiser must use all four newspapers or remain entirely out of the Springfield market.

In response to inquiry, Mr. Sherman H. Bowles of the Springfield combination, makes the following interesting reply:

"We do not sell our advertising on a take it or leave it basis. We are trying to make our rates to furnish a maximum circulation and minimum cost on as convenient a basis as possible for all classes of customers. We in Springfield are perfectly willing to sell our papers separately providing it would satisfy the greatest number of customers. We analyzed the situation quite fully, before we made a combination rate, and found that more than 50 per cent of our lineage was running in all Springfield papers and we thought we would be rendering the greatest service by making a lower rate for the advertiser, which we could do by having one standard uniform rate for all classes of business.

"There are a great many agencies and advertisers who have only themselves to blame for the combination rate (not in Springfield but all over the country as a whole). Morning and evening consolidations have come about because the morning paper is not sufficiently patronized to make a living for itself and it was taken over by the evening paper to which advertisers have turned the last few years. The publisher having such a combination, and knowing he must furnish morning newspaper service to his community, could continue to do it on the same

Where to Stay in New York



¶ In the center of business and theatrical New York—yet as quiet as a pastoral home, the New Forrest is a place "for rest" when rest is needed. Three hundred beautiful, inviting, homey rooms, all outside, all with baths, showers and running ice water, await discriminating guests. At $3.00-$4.50 single; $4.50-$6.00 double, you will find refinement, comfort and true economy.

Telephone—Chickering 7070
MANAGER—WILLIAM F. THOMAN

New FORREST HOTEL
49th ST. *Just West of Broadway*
NEW YORK



Important information for your reference files in this big issue

—The February Annual Review Number contains directories of Far West advertisers, 2000 names; advertising agencies, 400 names; House Organs, 250 listings; etc., etc.; over 300 reproductions; 12 page art section, including unusual specimens in full color; feature articles on cooperative marketing and community advertising, etc., etc., totaling 250 pages. This greatest of all issues included as part of six months trial subscription, $1; or full year $2.

WESTERN ADVERTISING
564 Market St. - San Francisco
Every monthly issue worth while. Money back if disappointed.

DEPTH

We can add depth to your displays! May we?
Send for monograph.

THE THIRD DIMENSION

OLD KING COLE, Canton, Ohio.

Don't miss an issue of Advertising & Selling
Send in your old and new address one week before the change is to take effect.



MOVING

rates that had been charged in his city in the past or slightly higher. (His competitor would not have sold to him if he, the competitor, had been making a living in the morning field.) The publisher, however, usually finds it easier to sell a large volume of circulation at a lower rate because this is what he has heard talked about for a long time by the agencies.

"Agencies have been talking for the last few years about volume of circulation and evening paper circulation. Publishers as business men, simply try to furnish what their customers call for. You might say in answer to this that we, in Springfield, could discontinue our morning papers and let the territory be covered by Boston and New York papers. If we did this, in a few years we would listen to stories from agencies about how they were not going into Springfield, because it was well enough covered by Boston and New York papers. Consequently, we are not going to discontinue the morning papers. We are going to keep our field very intensively covered and get paid for the coverage that we sell. As the advertiser presents his message to every English newspaper reader in our territory, he certainly gets coverage.

"As you know there are three chief factors in the success of advertising campaigns.

1. Quality and distribution of goods.
2. Copy which will create a demand for the goods.
3. Medium which will carry the copy message to all people in the market which the advertiser is trying to reach.

"The combination newspaper usually eliminates any uncertainty about Number 3 because it reaches for the advertiser all the people in its market. We know that the combination paper must have some value because there are every year more of them in the United States. We know that it has some value in the Springfield territory, because we are familiar with the large number of successful campaigns we have put over for advertisers in the year 1926. Our merchandising department is very much more successful and efficient for our advertisers than when there were two merchandising departments fighting each other in our territory."

LETTERS to three other combination newspapers elicited replies from which the following are excerpts:

Baltimore Sun: "The *Sun's* daily circulation in Baltimore is considerably in excess of the number of English reading families in this community and surroundings, so that the *Sun* papers alone cover the field whereas in other towns of the size of Baltimore it is necessary to use more than one paper to secure complete coverage.

"The fact that the *Baltimore Sun's* advertising lineage has grown to such tremendous volume seems to disprove the claim that it is unprofitable for an advertiser to buy morning and evening issues of a newspaper in combination. We have found very little objection on the part of our national advertisers to our policy of selling both of our daily editions, morning and evening, at the single combination rate."

The Kansas City Star: "The twice-a-day plan of publication, as originated and maintained by *The Kansas City Star*, represents the very utmost in all the qualities which make a news-

SELL IT WITH PICTURES

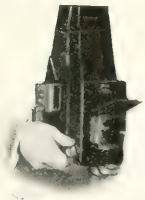


ADVERTISEMENTS
that people have to SEE *and* READ

GRAFLEX pictures put life and action into ideas, make vivid the story told, and add real selling punch.

Because of the extra fast GRAFLEX lens which *gathers* more light and the GRAFLEX shutter curtain which *admits* more light you can snap pictures with amazing fidelity of life and detail. On dark mornings or cloudy afternoons, indoors or out, the GRAFLEX will take splendid pictures of action, persons or still objects. These pictures can be turned over to artists or commercial photographers to work from.

With a GRAFLEX you do not have to describe your picture—you show it exactly as you want it to appear. It gives a keener expression to your conceptions; enables you to get unusual results. Buy a GRAFLEX out of your advertising appropriation—it will soon pay for itself in actual dollars saved and in greater selling force.



Revolving Back GRAFLEX Series B with Kodak Anastigmat Lens f 4. 5. $85.00. Other models up to $260.

Look at one at your dealer's or write for booklet describing all GRAFLEX models.

Ask for GRAFLEX at your dealer's—write for our Booklet, "Sell It With Pictures"

*Name*_____

*Address*_____

*City*_____

THE FOLMER GRAFLEX CORPORATION
ROCHESTER, NEW YORK

Sold by Eastman Kodak Company Dealers

Dominate a Growing Market

In the most prosperous districts of the agricultural South, there are over 180,000 farmers who look to one paper—the Southern Planter—for counsel in matters that concern them vitally.

These farmers lead in thrift, in the number of unmortgaged homes, and in diversified farming to the extent that the lands they cultivate have the highest crop value per acre in the country. They have steady incomes, but they produce 79% of what they use for living purposes, so that their ability to buy is far above the average. One random index to their buying habits is the fact that there are over 10,000 radios on the farms of Maryland, North Carolina and the two Virginias. Every year of the last five has seen an increase of 5,000 new farms.

The Southern Planter is a prime necessity in the lives of these farmers and their families, not only as a source of advice and information, but also as a buying guide. Every advertisement placed has full attention value, because every page is read—through.

The Southern Planter

Richmond, Va.

JAMES M. RIDDLE CO.
Chicago New York Atlanta
Kansas City San Francisco

paper valuable to readers and advertisers. . . . . .Any newspaper which is right with its readers cannot fail to be right with its advertisers.

"THIS truth applies with especial force to *The Kansas City Star*. We have the testimony of many national advertisers that they have been able to capture the Kansas City market through *The Star* (morning and evening) with less resistance and at less expense than they have been able to enter other markets. The only ones who fight shy of the combination are those who have never tried it and who have fallen prey to the idea that somebody is trying to 'force' them to do something against their will. The expression 'forced combinations' is an insidious piece of propaganda. As far as *The Star* is concerned it is not trying to force anybody or anything. What it does do is offer a complete and adequate coverage of a rich market, and give to its advertisers the second lowest milline rate in America.

"We do not discriminate against national advertisers in permitting local advertisers to do something national advertisers would not be allowed to do. All advertising, local, as well as national, which is of an institutional or general character, runs through the complete daily issue, the morning edition and the evening edition. This applies to hotels, theaters, movies financial advertising, automobiles and the like. Even the want ads run through both editions. Department stores and other stores offering specific items at specific prices are permitted to change copy and this exception is made for the obvious reason that such merchandise would in most cases be sold out before the second edition appeared, and if we were to repeat the advertisement it would only result in disappointment on the part of the buying public.

"No, ours is not a 'take it or leave it attitude.' Rather, we say this—'Here is a complete market which you can cover completely in our paper. You may use only one of our editions if you prefer (our rate is about right for that) but we should like to have you accept the extra edition with our compliments.'"

Waterbury Republican: "Virtually 80 per cent of the national advertisers and probably an even higher percentage of local advertisers, were using both the *Republican* and the *American*, and as the combination rate immediately established was one-half cent a line lower in the national field than the rate in both papers preceding the consolidation, and one and three-quarters cents per line lower in the local field, very little resistance was encountered. The new rate represented a substantial saving to the majority of both local and national advertisers. . . . .

"Consolidation has proved to be a good thing for the reading public, too, as we have issued larger newspapers with greatly augmented features and more complete news reports than were ever given preceding the consolidation. As a result, the circulation of the *Republican* and *American* has increased 30 per cent since the consolidation, and the *Sunday Republican* has increased 36 per cent. We maintain separate news staffs, the editorial policies of our papers are as different as they were preceding the consolidation, and we

THEN YOU'LL Understand

INTERESTING as it is to any manufacturer whose products are used in mining, quarrying and construction, the A.B.C. Auditor's Report on The Explosives Engineer does not explain why advertisers find the readers of this publication so surprisingly responsive.*

THE EXPLOSIVES ENGINEER

WRITE for a sample copy of The Explosives Engineer and glance through it. Then you'll understand why important executives, in giving their opinion of this magazine on a questionnaire prepared by a large manufacturer of lubricating oils, used such expressions as "its arrival is eagerly looked forward to"; "extraordinarily well gotten up"; "absolutely

FORERUNNER OF PROGRESS

in a class by itself"; "should be in the office of every mine operator"; "a wonderful paper"; "exceptionally attractive"; "very readable"; "entertaining and valuable"; "very, very fine indeed"; "best trade magazine in the world, we think a lot of it." The Explosives Engineer, 1000 Delaware Trust Building, Wilmington, Delaware.

IN MINING QUARRYING & CONSTRUCTION

*"*WE *have just completed a survey of the results of a campaign and I know that you will be interested to learn that The Explosives Engineer stood first and foremost in the number of returns"*—writes one advertiser.

maintain separate staffs of editorial writers. . . . .

"The consolidation of two papers has enabled us to devote our energies to the development of newspaper possibilities in our territory, rather than in ruinous competition, and result has been better newspaper service to our readers, greater circulation coverage and co-operation for our advertisers. If readers and advertisers are to be believed, the Waterbury combination has been a good thing for our trading territory regardless of what the effect has been in other cities where there are morning and evening combinations."

Several other combination newspapers from whom expressions were sought have maintained a reverberating and perhaps a discreet silence. It may be that combination publishers, other than those quoted above, may be less able to justify their positions, but even so, who shall say that any publisher is not entirely within his rights in fixing rates for his space and establishing rules for the regulation of his business, on whatever basis may seem right and equitable to him, or even on whatever basis will presumably bring him the greatest revenue? After all, no advertiser, either local or national, can be *compelled* to use any space that he does not want to use, and if he finds the rates higher than he thinks the space is worth, a very excellent way to register his protest is to refrain from buying the space. So far as the national advertiser is concerned, this really should be a very simple problem.

Take, for instance, Springfield, Mass., where the combination idea seems to have developed to an even 100 per cent of efficiency. The population of the city itself is approximately 150,000, divided into about 35,000 families. Including surrounding territory which is regarded as the Springfield market, the population is about 420,000—92,000 families.

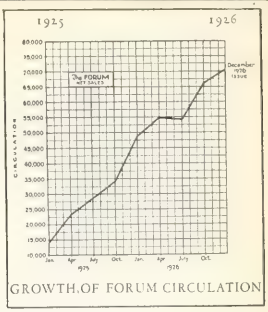
IF a national advertiser should become incurably peeved about the compulsory four-paper combination, he might secure a small round biscuit cutter and delete, eliminate and cut out from the map of the United States, this little chunk of very rich territory —and spend the money saved in more thickly covering some other territory, without suffering any very painful loss of trade. Doubtless, he might find this inconvenient and unprofitable, but nevertheless, subtracting 420,000 people from a total of 110,000,000 leaves a trade field which is not adequately covered by more than a dozen advertisers.

In the Worcester field, the combination *Gazette-Telegram* has a morning circulation of 50,858; evening, 41,729. The *Post* has 28,706. The flat rate for general advertising in the *Post* is 10c. per line; the 10,000-line rate in the *Gazette-Telegram* is 25c. per line. The *Post* city circulation is 21,988; *Gazette*, 30,261; *Telegram*, 22,922. The suburban circulation of each edition of the combination is approximately three times that of the *Post*, and the combination has about 5300 country circulation, against the *Post's* 200. (Figures taken from Standard Rate and Data Service, November, 1926.)

Under such conditions it would seem that the advertiser might, without very severe mental strain, compare the circulations, rates and the character of the papers and determine which it would be

15,000 X 5 = 75,000

THAT'S RIGHT *isn't it* ?



TAKE that 15,000 and think of it as the circulation of the *Forum* in January, 1925. Take that 75,000 and think of it as the circulation of the *Forum* in January, 1927. 5 x 15,000 = 75,000. That *is* right!

The *Forum* is read by 75,000 of the best type of people in this country. They are alert, responsive and interested. They've got their thinking caps on. And what is more they are telling their friends. The 15,000 in 1925 have told 60,000 in two years. Not a bad beginning.

When do you begin reaching this growing market through the advertising pages of the *Forum*? Why not begin now?

FORUM

A Magazine of Controversy

Edited by HENRY GODDARD LEACH
247 Park Avenue, New York

Bernhard Cursive

This beautiful new Type face designed by Lucian Bernhard is now available on the American point body system

The BAUER TYPE FOUNDRY inc.

New York · 239 W 43d Street

ASK FOR OUR PORTFOLIO OF SPECIMENS AND INSPIRATIONAL PRINTS



The immediate present—

That is what counts with most of the human race—in high chairs or in business.

If you are seeking the best immediate market in central Illinois, the REVIEW calls your attention to these facts:

Decatur has 125 manufacturing plants with more than 11,000 employees, and an annual pay-roll of $12,000,000.00.

Its trading territory includes 187,372 population with a total estimated income of $243,494,000.00.

91.4% of the city's population is native born white.

* * *

As interpreter of today's interests to this market, the REVIEW is on top—

—in number of total paid subscriptions;
—in city home circulation;
—in advertising lineage, both national and local.

178 national accounts are represented by the REVIEW *exclusively* in this community.

DECATUR (ILLINOIS) REVIEW

In the Lumber Field

It's the American Lumberman

Established 1873

Published Weekly CHICAGO, ILL.

HOTEL EMPIRE

New York's newest and most beautifully furnished hotel—accomodating 1034 guests

Broadway at 63rd Street.

ROOM WITH PRIVATE TOILET $2.50

ROOM WITH PRIVATE BATH $3.50

better for him to do: to use the combination or the single paper, or both—or whether he might be able to skip Worcester altogether and spend the money in a city in which the newspaper rules are more nearly to his liking.

Having this freedom of choice, the advertiser need not be "gouged," nor need he be the victim of a "hold-up" unless he wants to. Also, while the daily newspaper unquestionably, in most cases, offers the most convenient and most economical method of covering a certain territory, it is possible, nevertheless, to develop a satisfactory business in any territory by the use of media other than daily newspapers. There is street-car space; there are billboards; there is house-to-house distribution, and there is the frequently highly satisfactory thing which is called direct-mail advertising.

Isn't it just possible that there is more excitement over this question than its real importance justifies? Will it not, after all, be a question of the survival of the fittest? If advertisers find that the cost of advertising in combination newspapers is greater than its value to them, they will desist from using it, or will at least cut down the amount of space. From my own personal standpoint, this would be a step in the right direction, because I am in complete agreement with Mr. W. R. Hotchkin, who holds that almost all advertisers use too much space.

If the combination works to the disadvantage of the one-paper publisher, may not the latter be stimulated to give so much better service that the combination owner will be forced into a more reasonable attitude, if, indeed, his present attitude is not so?

A Bird's Eye View of the Small-Tool Market

[CONTINUED FROM PAGE 24]

feels that a ten-cent article serves his purpose. Even though a ten-cent tool does not last long, its user calculates that it will last long enough for him to get his money out of it. It is generally conceded that these ten-cent makeshifts have greatly cut in on the sale of quality tools.

Another reason for the decline of the household tool business is that people are every year becoming less inclined to do their own work. They have the community handy-man put up their screens and storm windows. They send for the plumber, carpenter, or electrician when something goes wrong.

Also, people are more prone to buy things ready-made. When the radio industry first started hundreds of thousands of persons bought parts and built their sets at home. During this period there was a big revival in the home-tool business. But now that radio sets are purchased ready-made, this market for tools has been swept away.

But probably the most potent influence of all in this direction has been the growth of the automobile business. There are now 22,330,000 motor vehicles registered in the United States. Every one of them contains a kit of tools. While these tools are furnished by the motor car manufacturers specifically

for automobile use, they are used by the car owner for every purpose for which he may need a tool. About the time that these tools are worn out, the user of them buys another car and thus gets a new set of tools.

AT least two manufacturers have demonstrated that advertising is capable of selling tools to the home against these tendencies which I have outlined. One of these is the Walworth Manufacturing Company, which has been extraordinarily successful in getting the householder to buy Stillson wrenches. Fayette R. Plumb, Inc., has been just as successful in making advertising sell hammers and hatchets to the home. Also a number of special tool manufacturers have been able to get motor car owners to buy tools that are not furnished originally with the car.

Undoubtedly, there will always be enough household tool business to make this market worth cultivating. But, except possibly for a few staple articles such as hammers and axes, the household never was and never will be the most important outlet for tools.

The big market, to reiterate what has already been mentioned, is with the trades and industries. Retailers have been complaining that even this market is not so good as it used to be. This is hard to understand in view of the prosperity which industry has been enjoying for several years. Nevertheless it is a fact.

There are several possible explanations of it. There are in excess of about three million mechanics and machinists in this country who use tools. The two largest groups in this vast army of men are carpenters and machinists. Carpenters have always been regarded as the hardware merchant's best tool customers. But, the carpenter does not carry as large a kit of tools today as he did twenty years ago. The reason is that building has become more standardized. Doors, windows, sashes, panelling and much of the other fine work in a building that the carpenter formerly made by hand is now purchased from mills. As a result the carpenter does not need the tools today that he did before.

Nor does the hardware merchant get much tool business from plumbers, electricians and other mechanics who work out of retail shops. These mechanics get their tools through supply houses from which their bosses buy.

Another reason why retailers are not getting the tool business that they should is because they do not go out after it. I know of several hardware stores that are doing an extraordinarily fine tool business. In each case the store maintains outside salesmen who systematically work the machine shops and factories of the community. It is true that a hardware dealer can do a good tool business in his store, but he can do a vastly better business if he goes outside and sells.

An investigation was made some time ago, in the knife-using trades, in and around New York City. It was found that thirty-two trades use knives. Among these are florists, cigar makers, painters, hotel-kitchen workers, etc. In practically every one of these trades there is a special industry supply house catering to its needs. Each trade buys its knives from its own supply house.

But it was found that each trade

Don't Overlook the Dope Book

There's a new thing going 'round, something you can't afford to miss. There's a man who's bored stiff with the furore about $4 copy and mail-order art in advertising. By way of relief he is putting into a series of tabloid classics some concrete facts and how-to-do-it directions that are making his discoverers gurgle with approval.

We refer to Lynn Ellis and his Dope Sheets.

* * *

The first two weeks in February, 169 youngsters each got from Dope Sheet No. 21 specific directions as to how to make a personal inventory and frame up a respectable application for a job.

The same two weeks, 59 agencies got from Dope Sheet No. 30 an equally minute, tested outline for a worthwhile sales portfolio.

The same two weeks, more than a dozen of these agencies decided they'd better *keep* the dope coming and each sent $33 to insure it for a year. Almost every one has had us predate the subscription to January 1 so as to include all back issues, and the general tone of their acknowledgments makes us want to sit up nights to turn out Dope Sheets all the faster.

* * *

We've hit upon something advertising men have been hungry for, which advertising trade paper editors not only say is hard to get but a *leetle*—yes, just a *leetle*, sometimes—difficult to print when many masters must be served.

Not a trade paper—not propaganda—simply a very frank series of monographs on advertising management problems as we happen to see them. In February, for example, we put out these sheets—

32—**"The Agency and the Trade Paper"**—telling frankly why they don't get along so well and what may happen if business paper publishers don't do something about it. (The Treasurer of the A.B.P. writes to say he thinks the dope is *good*).

33—**"Universal Agency Recognition"**—something like No. 32, particularly addressed to the printing and other crafts. (Our own printer cheers and hopes we can put it over.)

34—**"The Agency Manager's Time"**—an eight-year analysis, from daily time sheets, in answer to the question, "Now will you give this account your *personal attention?*"

35—**"Agency Costs"**—showing costs split into most minute detail, clear down to the 28 cents it takes to send out an insertion order.

We have the dope! The Dope Book is one way we have of proving it. But more than that, it's a protest against theoretical twaddle, a symptom of the new order of brass tacks this advertising business is due to join.

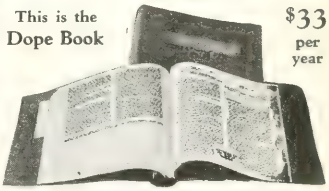
Get These Four February Sheets Anyhow

The four February sheets will cost you $4.50, bought separately—or $2.50 as part of a pre-dated annual subscription at $33, including binder—but a separate purchase doesn't get you the "bonuses" our year-'round subscribers are so keen about.

Better investigate now, while the introductory price holds good. Here's something that *rings the bell* and you ought to know all about it.

LYNN ELLIS, Inc.
Room 346—Desk C-24
One Madison Avenue, New York

This is the Dope Book

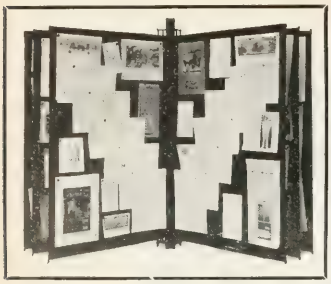


$33 per year

A New York Office—Personal Service

Trade Paper Publishers desiring *prompt, efficient service* of an *experienced high class salesman-executive* to secure maximum contracts, in response to actual inquiries for rates or space, or *"part time service"* with office facilities in Grand Central Terminal Building, New York City, should address

C. P. DAY, Room 1002
Grand Central Terminal, New York City



For Displaying Printed Samples

use this convenient method which thousands recommend

Printers, lithographers, engravers, artists, paper houses and scores of others all find the Multiplex Method the most satisfactory for displaying specimens of their work or merchandise. Mail coupon for descriptive literature.

Keeps Samples Clean

Mounted on Multiplex Fixtures, samples retain their freshness indefinitely—do not become dog-eared and soiled through frequent handling. Thus better displays are possible.

Afford Quick, Easy Reference

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Firm Name .....

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City ..... State .....

also buys knives from Hammacher, Schlemmer & Co., the well-known New York hardware store. This famous store gets business from practically every industry because it solicits these industries, both through salesmen and advertising.

A retailer cannot do a satisfactory industrial business unless he employs outside salesmen. He is up against such strong competition from all sides that the only way he can survive it is to get outside of his store and sell to the big buyers, just as his competitors are doing.

Originally, all mechanics and artisans were obliged to own their tools. The probable reason for this custom is that mechanics always used to travel about from job to job. They did not work in their own shops. To a certain extent, this custom still prevails. Carpenters, plumbers, electricians, masons, painters and steamfitters still do most of their work on the properties of their customers. This being true, it is easy to see why a carpenter, for instance, should own the tools that he uses. His tools are as personal as his pipe, or even as his clothing.

With the development, however, of factory production there has come a gradual change in this old custom. It is hard to see why a factory worker should own his tools. When a mechanic is engaged at the same bench year after year, it is about as logical to ask him to furnish his tools as it would be for an office manager to ask his stenographer to furnish her note books and pencils.

Probably most factory mechanics and machinists do still furnish their own tools of a certain type, but the tendency is toward having the employer supply them. Some authorities estimate that as high as fifty per cent of all the tools produced in this country are now bought by employers. This estimate, however, is undoubtedly too high. The biggest percentage of all tools used in this country are still sold over the retail counter direct to the mechanic. But this percentage is declining each year.

This is the principal explanation as to why the sale of tools in so many hardware stores is falling off.

THERE are a number of reasons why employers are beginning to supply their workers with tools. For one thing manufacturers are anxious to maintain uniform standards in their factories. There cannot be any uniformity when each workman uses a different kind of tool. Where this is permitted many of the tools are of poor quality. Besides, many workmen do not have as many tools as they should. They try to get along with a minimum kit. Because of this situation a factory cannot turn out a uniform product, nor is it able to maintain safety standards. The use of cheap tools has often caused accidents.

On this account an increasing number of employers are seeing that their workmen use tools of a certain specified standard. Where they do not furnish the tools themselves, they are in many instances buying them wholesale and supplying them at cost to their workmen. In other cases the employer furnishes tools over a certain size, such as micrometers over two inches. In fact this seems to be becoming the

Does the BANKER *belong in your Sales Picture?*

YOU are familiar with the sales picture that includes the executives of the manufacturing company, the production men, the engineers.

All of them belong in the picture.

Does the banker belong there also?

He does—here's why.

Before major investments are made, involving the rehabilitation of old plants or the erection of new ones, the banker is sitting in, giving counsel and advice and helping to stabilize the program from the financial standpoint.

Perhaps he isn't as well informed on your proposition, as a sound investment of stockholders' money, as he ought to be.

Perhaps you should inform him.

May we help you decide?

* * *

The American Bankers Association Journal is an unusual class magazine. Its covers are original four color paintings of incidents in the financial history of the United States. It is edited to interest—and it does interest—100,000 bank officers in the 22,000 member banks of the American Bankers Association. It offers a direct route to Industry, the Bank Market and Bankers as Individuals. Write for a sample copy.

AMERICAN BANKERS ASSOCIATION JOURNAL

MEMBER A. B. C.

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NEW YORK CITY

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25 Kearny St., San Francisco, Cal.

DISPLAY advertising forms of Advertising and Selling close 12 days preceding the date of issue.

Classified advertising forms are held open until the Saturday before the publication date.

Thus, space reservations and copy for display advertisements to appear in the March 23 issue must reach us not later than March 11. Classified advertisements will be accepted up to Saturday, March 19.

general practice. The employee has to provide only a part of the tools that he uses.

IN the telephone business, for example, it is estimated that a hundred dollars per thousand telephones is spent on small tools each year. It is the practice of the industry to supply its employees with all tools except "body tools." The telephone lineman, for instance, has to supply his own climbers, pliers, belts, and other tools that are carried on his person. Most of these are bought from special telephone supply houses.

Since there are seventeen million telephones in use, it can be figured that this industry alone uses $1,700,000 worth of small tools. And, compared to other users of small tools, the telephone industry is a piker. Some of the motor car manufacturers, for example, use more tools annually than do the householders in half the States of the Union.

Since it is the tendency of these large concerns to supply their workmen with tools, or to buy their tools for them at wholesale, it may be seen that the retailer's chance at this business is getting slimmer all the time. These large users will invariably buy from wholesalers, mill supply houses, and direct from the manufacturer where they can.

The manufacturer who is depending on the retailer to get this business for him is destined to be disappointed. The manufacturer has to gear up his sales organization to sell to these large users through the channels from which they are willing to buy.

In the space at my disposal it has been possible to give only the barest outline of the subject. Nevertheless, this outline has been detailed enough to make it possible to draw from it a few suggestions as to the procedure a tool manufacturer should follow to get more business. These suggestions are:

1. It will pay any manufacturer who has a specialty that can be used by the general public to advertise it. He should not advertise on too extravagant a scale, as sales on the article advertised will not justify too much promotion. Advertising will benefit him in many ways aside from the direct sales that it affects. It will give prestige to his entire line. It will make his trademark better known. It will help him in the industrial market. It will cause his dealers to be more enthusiastic. It will be the means of getting retailers to stock his line. It will cause other retailers to start tool departments.

2. Tool manufacturers should cultivate special markets more. Some of them are doing this with astonishing success. There are thousands of men whose hobby is making furniture, ship models, etc. These enthusiasts can be reached economically in class publications.

3. Tool manufacturers are too neglectful of the farmer. The farmer has to have good tools. The kind that come with his automobile, or with his tractor or harvester will not do. Millions of dollars worth of small tools can be sold to the farmer in the next few years if the manufacturers will make a special drive for it.

4. Tool manufacturers should encourage their dealers to keep this line on display. Tools, like everything else, are usually bought on impulse; shop-

Sweetland's Column

In which will be told stories of direct-mail campaigns he has created.



210 Letters— 207 Replies

MUCH has been said about Reaching the Big Boss by Direct Mail. This writer, in an address before the D. M. A. A. Convention in Detroit, endeavored to prove by actual illustrations that with the proper type mailing pieces, the Big Boss would read and respond to Direct Mail Advertising.

A recent experiment conducted in connection with a yacht campaign has broken all records that we know of in the way of direct returns.

In November of last year, the firm of Henry J. Gielow, Inc., of New York—Yacht Designers and Brokers—launched a newly completed yacht "Vidor," which they had designed for a local yachtsman. 210 letters were mailed to multi-millionaires inviting them to take a two-hour sail on this vessel. 207 of them replied and 145 accepted the invitation. One of the guests placed a contract that afternoon for a boat costing $125,000, and at present there are negotiations pending with many of the other guests for Gielow designed craft.

The Gielow organization can trace over $11,000,000 worth of yacht business to Direct Mail Advertising during the past two years.

Our Direct-Mail experience covers a great many fields. We shall be glad to consult with you regarding your own problems.

SWEETLAND ADVERTISING
INCORPORATED
Direct-Mail Campaigns
25 WEST 44th STREET
NEW YORK



AN APEDA photograph appeals to the sixth commercial sense—the sense of sell!

Let Apeda photo-sell it for you.

Apeda Studio INC.
PHOTOGRAPHERS
NEW YORK 212 West 48th Street
CHIckering 3960

WITH OUR COMPLIMENTS

The discussion of the cash discount on newspaper advertising aroused a great deal of interest. In fact letters were being received two months after the first editorial appeared in Advertising and Selling. A reprint embodying a review of opinions has been made. Copies will be sent without charge to all who request.

ADVERTISING AND SELLING
9 East 38th Street New York, N. Y.

pers are attracted by displays. Hardware merchants ought to learn a lesson from the five-and-ten-cent stores. These stores sell millions of tools every year because of the inviting way in which they display them.

5. Tool manufacturers ought to try to get their dealers to do more outside selling. It is true that they will not be able to get business from the large industrial buyers no matter how much selling they do. But they can get at least some of the business of the buyers, whose purchases of tools run up to a few hundred or even a few thousand dollars annually. By making outside calls they can also get business from industrial and mechanic schools, garages, taxicab companies, hotels, office buildings, apartment buildings and others whose purchases are worth going after.

6. Tool manufacturers should induce the makers of automobiles, tractors and farm machinery to put better tools in the kits that they furnish with their product. Motor car manufacturers find it to their advantage to use trade-marked bearings, bodies, motors, tires and other parts in building their cars. There is just as much reason why the tools they put in their kits should be of the trade-marked kind, whose manufacturers have established a reputation for them.

7. Since the biggest outlet for tools is the industrial market, it is obvious that the manufacturers of these products should direct most of their advertising and sales effort toward reaching it. This is something that most of them have not been doing. They have been depending too much on their dealers and jobbers to get industrial business for them. But experience has shown that they cannot get it unassisted. The manufacturers must use missionary salesmen and industrial scouts to help their distributors land the industrial business they desire.

Can Farms Be Run Like Factories?

[CONTINUED FROM PAGE 30]

for many practical uses in the household and the factory.

There are numerous uses to which the products and the by-products of corn are being put, and many better uses that could be made of these products, both on the farm and off. The same is true of other agricultural products.

The more economical and profitable distribution of agricultural products requires cooperation among producers. Thus volume of production is joined with grading, standardization, branding and enhanced selling force. The strides that are being made in this direction are almost unbelievable—yet little more than a beginning has been made.

A cooperative creamery in Western Nebraska, starting ten years ago with a capital of less than $5,000, now has a net worth of over $150,000, and has paid out nearly that amount in dividends. The net profit for 1926 was $42,000.

In northwestern Nebraska, potato growers suffered heavy losses due to overproduction and the uneven quality

of their product. They discovered that there was a very fine market for these potatoes as seed in the Southern States if the quality could be assured. So they organized a certified seed potato growers association and more than doubled the price to the grower.

If the consumption of agricultural products will not keep pace with the increase in population as indicated by the figures of the Industrial Conference Board, the question of recurring surpluses is a most serious one. It may not be possible or practical to increase consumption in the ratio that mining and manufacturing have done, but certainly it is possible to create a far greater demand for agricultural products than thus far has been done. Present day competition is not confined to industries or classes. It is omnipresent among industries and classes, thus the industry that puts forth the greatest sales effort secures the bulk of the trade. That, in part, is what agriculture must do.

The question cannot be abandoned here, for mass production and more efficient distribution have not been wholly determining in factory success. A third element—and a very effective one—has been brought to bear. The factory limits its output to prospective demand.

Industry everywhere is controlling production as nearly as possible to the requirements of the market, thus maintaining the price at profitable levels and taking advantage of the American tariff.

I know that the opponents of this theory will say, "It cannot be done; the farm is not like the factory; it cannot be operated on that basis, and the proposal will fail for more than one reason; that uncontrollable elements—the weather for instance—will defeat it."

The answer to this objection already has been given in that corn yields have greatly increased in spite of unfavorable crop conditions and the same is true unvaryingly with reference to other crops. It is not the weather that does the damage so much as failure to take advantage of scientific facts.

In Western Nebraska and Kansas, there are farmers who never have had a failure in growing wheat, yet thousands of farmers do experience such failures all too frequently. Those who succeed year after year do so in spite of the weather. They provide against it by properly fallowing their land.

The next common argument is that if all farmers were to practice these better methods, the surplus would grow and the price would be depressed so that even those who manage most efficiently would not be able to secure a profit. On this point, Professor Stewart points out that: "From a national standpoint, this is probably true, although with corn it must be remembered that since more than 80 per cent of the crop is fed to livestock, the price of cattle, hogs and sheep more nearly determines the returns from corn than does the market price of the corn itself.

"More corn per acre, however, does not necessarily mean a greater total production since if the land is to be rotated with legumes to produce the high yields, there will of necessity be fewer acres left for corn. Few, if any, corn belt States now have as great an acreage of alfalfa and clovers as might

"....the greatest force for good or evil in the business world."

A PROMINENT executive said recently, "I wish I could convince everybody in my offices that letters are the greatest force for good or evil in the business world.

"I know that warm, human, friendly letters build business, create good will—that cold, lifeless, thoughtless letters drive away business, destroy good-will. It is difficult, however, to get this over to my letter writers. They just don't appreciate what letters can be made to do when rightly composed and applied."

Because my long and varied experience has proved all this, I have worked out an effective method which makes it easy for anyone to realize the value of letters—to write letters that will bring more business—to help and satisfy more customers.

It is strictly individual, intensely practical and of greatest importance to any organization. It enables me to show you in a personal way how to make your letters more effective—to share with you the benefits of my extensive travels and unusual contacts.

The service will neither conflict with your policies nor disturb the individuality of any letter writer. It is planned to harmonize with these things—to afford the help that makes letters live and last.

The president of a prominent Philadelphia firm said this about the service after only a few months—"Your connection with our company has worked out beyond our fondest expectations. Your splendid advice and counsel have contributed materially to our success during the past year."

An opportunity to tell you more about it will be appreciated. May I also send you, without charge, one of my latest talks and a booklet entitled—"What I Think and Others Say About Charles R. Wiers," *by* HOMER J. BUCKLEY?

CHARLES R. WIERS

PARK SQUARE BUILDING, BOSTON, MASS.

For fifteen years
Chief Correspondent, Larkin Co., Buffalo
Subsequently
Vice Pres. DeLong Hook & Eye Co., Philadelphia
Assistant Vice President National Shawmut Bank, Boston, Massachusetts
Author of several books and over one hundred articles on letter writing
President Direct Mail Advertising Association

Let me tell you about my course in letter writing, too. It is a *practical*, inexpensive course through which you will learn to write by writing. Just the course for any letter writer who wants to write better letters—to increase his worth to himself and his firm.

KEEP YOUR COPIES!

At the conclusion of each volume an index will be published and mailed to you.

Get Your Story Over!



To make people stop, read and buy, use our **Mechanical Advertising Books.** Proven to be more interesting than any window display medium ever created. Highly endorsed by users. Write for full particulars.

CHESTER MECHANICAL ADVERTISING CO., Inc.
Specialists In Motion Display. 188 W. 4th St., N.Y.C.



Rate for advertisements inserted in this department is 36 cents a line—6 pt. type. Minimum charge $1.80. Forms close Saturday noon before date of issue.

Position Wanted

EXECUTIVE, ACCOUNTANT, OFFICE MANAGER

Of character, ability and integrity; broad-visioned and energetic; versed in the theory and experienced in the practice of corporate and inter-corporate accounting, office management, and thereby well equipped to assume responsibility. Magazine or book publishing business preferred. Box 449, Advertising and Selling, 9 E. 38th St., New York City.

TWO DIRECT ADVERTISING SALESMEN WANTED

1. A seasoned man with a successful selling record who can produce sizeable and profitable business.
2. A Cub with character who is worth training. Both of these opportunities are with an established successful Direct Advertising concern with complete facilities, including printing in all processes. Localized Advertising Corporation, 2000 E. Atwater St., Detroit, Mich.

DIRECT MAIL EXECUTIVE

Seasoned experience in direct mail problems fits me, nicely, to the position of executive in complete charge of direct mail operations. I know engraving, photography, typography, paper and printing; as an organizer or systematizer I have made my mark. I'm young enough to be flexible in thought and action. Married. Available March 1st, 1927. Address Box 451, Advertising and Selling, 9 East 38th St., New York City.

ADVERTISING ASSISTANT

My nine years' experience with agency, publisher, and advertising department, backed up by a college education and courses in advertising, has fitted me to assist busy executive. Thoroughly familiar with buying of engravings, electrotypes, lithography, paper and printing. Also copyrighting and layouts. Familiar with advertising department routine. Age 28. Christian. Address Box 450, Advertising and Selling, 9 East 38th St., New York City.

Woman with experience as Editor of house publication making an appeal to women, wishes position as Editor of house-organ or sales publication. National reputation as writer for women's magazines. Especially qualified on subjects allied with housekeeping, interior decoration and home economics. Will work in own suburban studio or in a New York office. Address Box 446, Advertising & Selling, 9 East 38th St., New York City.

SALES executive who has successfully organized and trained numerous selling forces desires congenial, permanent connection; thoroughly experienced in high grade specialty selling using the one-call method, merchandising and advertising; age 36, Christian, married; bank, character and business references. W. S., care McKenna-Muller, 44 Court St., Brooklyn, N. Y.

Advertising Solicitor—Young woman desires connection with publication or advertising agency in New York City. Several years' experience. Pleasant personality, energetic, result producer. Further details can be given in an interview. Box 452, Advertising and Selling, 9 East 38th St., New York City.

Position Wanted

Our attention has been called to a man with a rather broad and varied experience as organizer, sales manager and business executive. He has a pleasing personality and the ability and qualifications required for a worth-while executive position. He could jump into a sales manager's or general manager's job and do well with it or he would make a fine assistant for a busy man who wants an understudy of big enough calibre to act for him. This man wants a job with plenty of responsibility and real authority that will enable him to get results. His services will be available in April. For full particulars about him, write to De Rouville Advertising Agency, 452 Broadway, Albany, N. Y.

Press Clippings

BUFFALO CLIPPING BUREAUS

offer reliable National or regional newspaper reading service. Branch Bureaus Everywhere. General offices, One Terrace, Buffalo, N. Y.

Publishers' Representative

CALIFORNIA REPRESENTATION

Trade and business paper publishers desiring complete advertising and editorial service in San Francisco and vicinity may arrange personal interview by addressing Box 439, Advertising and Selling, 9 East 38th St., New York City.

NEW YORK AND THE EAST

Publishers' representative with established New York office for seven years now ready and free to take on another publication. Box 448, Advertising & Selling, 9 E. 38th St., New York City.

Advertising Service

PUT THIS ADVERTISING MAN WITH proven record on your payroll for just $1.25 a day. Will write your sales letters, booklets, advertisements, suggest new ideas, put a new sales vigor into your advertising copy. Write for details unusual limited offer. Box 882, Poughkeepsie, N. Y.

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Addressing

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120 W. 42nd St., New York City
Telephone Wis. 5483

"GIBBONS knows CANADA"
TORONTO J. J. Gibbons Limited, *Advertising Agents* MONTREAL WINNIPEG

well be grown from the standpoint of diversification, soil maintenance and livestock production."

Farmers must be governed by the probable demand for their products as indicated by facts frequently published and disseminated by official agencies, such as the United States Department of Agriculture.

That it is practical to invoke this limiting process is indicated in the fact that surer yields result from crop rotation or fallowing. Last year, the corn acreage in Iowa was one-third the total acres in cultivation. If a four-year rotation were put into practice instead of the three year plan now generally observed, the acreage would be reduced by 8,250,000. If more scientific methods were practiced, the total production would not be too greatly reduced, the price would be favorably affected, and one-fourth of the land could be rotated with other crops, particularly grass, thus maintaining fertility, a thing of prime importance for today and the future.

To farm the land at full capacity while producing a surplus at a loss is exactly like running a factory full blast without regard for market requirements or the preservation of the machinery. In no small way, that is what is being done. If one would be impressed with what this means for the future of agriculture, it only is necessary to take into account that the population of the United States will increase by not less than 40,000,000 people within the next twenty-five years. When that time comes, the greater demands for food should mean a very much more profitable domestic market for farm products. Much of this profit will be absorbed in restoring fertility to the land unless extravagant methods of farm management are prevented.

IT is not practical or possible to control farm production exactly to the requirements of the market. The best that may be hoped for is an approximation. Surpluses that arise from unusual weather conditions, or temporary declines in demand may be abated somewhat in their effect by pooling the interests of producers so as to carry unperishable surpluses against the time of need. This again emphasizes the importance of cooperation.

It requires no stretch of the imagination to realize that as these policies of factory management are invoked, the shorter day on the farm will follow. There is no telling how much the farm work day has been shortened in the last twenty-five years, but certainly some progress has been made in that line. It is a desirable end, thus giving farm people the hours of leisure for improvemend of body and mind that urban dwellers now enjoy.

Press Association Elects

At its annual meeting, held recently in Des Moines, the Iowa Press Association elected the following officers for the coming year: President, John W. Carey, Sioux City *Journal;* vice-president, W. C. Jarnigan, Storm Lake *Pilot Tribune;* secretary, O. E. Hull, Leon *Reporter;* treasurer, Howard Rann, Manchester *Press.* M. L. Curtis, F. M. Abbott and Ralph E. Overholzer were elected to the board of directors.

The Battle Fleet of Advertising

By Gilbert H. Durston

MAGAZINES are like any other means of publicity, in that they are to the advertiser simply a vehicle for conveying his message to the public. There are other ways of putting his message across. We have newspapers, billboards, car cards, direct mail—even as Mr. Small will tell you, the back covers of telephone directories: It is the function of the person planning the campaign to allot to each of these means its proper share of the burden, and its proper proportion of the available funds.

I sometimes like to draw the parallel between an advertising campaign and a naval battle. In order to win victory it is necessary to have a well balanced fleet. You must have dreadnaughts, to carry great masses of metal and to deliver enormous broadsides of fire. But a dreadnaught is blind and helpless without its auxiliary vessels. It must have scout cruisers, torpedo boats, airplane tenders, supply vessels, in order to render it fully effective against the enemy. If you will conceive of an advertising campaign as a battle fleet sent out against a great enemy, human inertia, and will place the magazine as the dreadnaught of that fleet, you will in my opinion have placed it in proper proportions.

Extracted from an address before the Magazine Group of the New York Advertising Club.

Getting an Order or Making a Customer?

By Willard T. Chevalier

Sales Manager, *Engineering News-Record*

THERE is a difference between getting a job and selling yourself. It is akin to the difference recognized by the merchandiser when he distinguishes between getting an order and making a customer. Sometimes it is the part of merchandising wisdom to decline an order because the circumstances surrounding it may preclude the more permanent benefit of making a customer. And the sure foundation upon which a stable and continuing business is built is that of making customers rather than of simply landing orders. An order unwisely booked is only a fraction of a sale.

Once upon a time the principle of the one-time order, the same doctrine of let-the-buyer beware applied to the marketing of all commodities and services. But with the need for production on a vast scale to meet the constantly expanding demand, the risks became so great that industry called for greater stability. The hazards became too onerous to permit the building of modern industry on a purely price basis. The manufacturer realized that he must lift his product out of the class of price competition and put it on some other basis if he was to be justified in staking his capital, his brains and his energy on large-scale production.

Portions of an address before annual meeting of Associated General Contractors, Ashville, N. C.

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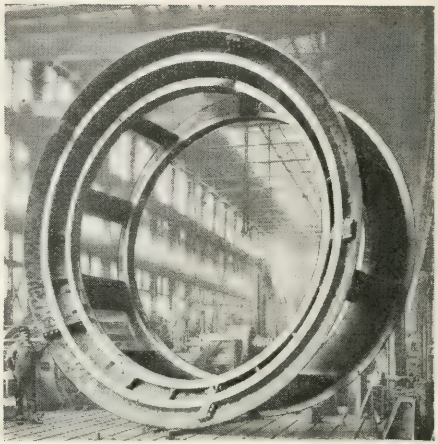
Read by More Than Four Out of Five Milwaukee Families!

A Hundred Million Dollar Metal Trades Payroll!

METAL products manufactured by 428 prosperous firms constitute only one part of Milwaukee's highly diversified industrial output, annually valued at more than a billion dollars. Yet these metal products plants alone employ 60,000 workers who earned $99,296,631 in 1926—$11,500,000 more than in 1925.

Do You Sell Here?

Are *you* advertising to Milwaukee people? Are you getting *your* share of the added business created by this wage increase of $11,500,000 in only one of Milwaukee's many divisions of industry? Milwaukee's national leadership in diversity of industry and Wisconsin's leadership in value of dairy products keeps the buying power of this market at a consistently high point. And here only one newspaper—The Milwaukee Journal—is needed for thorough coverage. Sell the Milwaukee-Wisconsin market in 1927 through The Journal!



A 48-ton section of a 40,000 H. P., hydraulic turbine built by Allis-Chalmers Mfg. Co., world's largest manufacturers of heavy machinery.

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Excavators	Lubricating Machinery	Saw Mill Machinery	Temperature Regulators
Gasoline Engines	Mine Hoists	Street Car Air Brakes	Water Gushers

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Automobile Frames	Malleable Iron	Steel Castings	Tinware and Enamelware

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FIRST BY MERIT

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WANTED:
$1,000,000 Worth of Motor Trucks Every Month

In the building supply field, there is a market for $1,000,000 worth of new motor trucks every thirty days. More than $12,000,000 is invested each year by building supply dealers in motor equipment. This demand includes all kinds of trucks, tractors, trailers and accessories for every purpose.

To truck manufacturers seeking profitable sales in a big field, in a growing field and in a field that is constantly in the market for trucks and equipment, we will give vital facts and tell how business can be secured.

INDUSTRIAL PUBLICATIONS, Inc.
407 South Dearborn Street
New York CHICAGO Cleveland
Members: A. B. P. and A. B. C.

BUILDING SUPPLY NEWS

"Edited for the Merchant of the Building Industry"

NEWS and comment about The Chicago Tribune, *zone marketing and advertising, prepared by the* Chicago Tribune *Business Survey.*

The Ostrich .....One or A Million.....
Southern Headquarters.....How Volume is Increased.....Personalia.....

World's Greatest Newspaper



TRIBUNE TOWER

represents the prosperity of The Chicago Territory, which supports the Tribune. It is the sun-dial of a favored territory.

Busy millions read The Tribune, buy through it and through their well-being endow it with leaping power.

Dreadful Story of the Ostrich

A FEW days ago an agency space buyer 'phoned to ask us about the advertising of a certain toothpaste. "We've got some stuff from one of your competitors saying they carried this toothpaste exclusively", said the space buyer. "If I'm not crazy I've seen it in The Tribune."

"Not crazy at all", we replied, "That toothpaste company spent two and half times as much in The Tribune last year as it did in the only other newspaper it used in Chicago."

"How about this stuff, then?"

"Well", said we, "If you look closely you'll probably find a qualifying adjective tucked deftly away somewhere. Look for the word 'daily'. That means that the $30,000 spent in our Sunday rotogravure section doesn't count. Their statistician has his fingers crossed whenever he sees a Sunday issue of The Tribune."

The space buyer found the "daily" and got the idea. Being on the subject, we continued:

"Maybe you've seen their ads in the trade papers about a well-known baking powder advertiser. You'd think this advertiser couldn't see any other newspaper. The fact is, however, The Tribune carried considerably more lineage on this product. The company spends twice as much money with us. But it's mostly in the Sunday issue."



"Do you let them get away with that?" asked the space buyer.

"Well", said we, "What's the sense of getting into an alley scrap? They can't kid many advertisers very long. You know if they had any better testimonials, they'd use 'em, instead."

"Maybe you're right."

"If you ever catch us pointing with pride to successes where some other newspaper did most of the work—no matter on what day of the week they did it—you can be sure we're slipping fast. Incidentally our friends up the street claim supremacy in automobile advertising about this time every year. However we carried in 52 Sunday issues alone last year 1,139,098 lines of automobile advertising while they carried 668,255 lines in 309 issues."

"It must be comforting to them," remarked the space buyer, "to annul that sort of competition."

"Sure," said we, "You know the story of the ostrich."

* * *

One Or A Million

IT isn't often that an advertiser pays for 750,000 circulation when he wants to reach one man. But a New York advertising agency did just that thing a few weeks ago.

The agency wanted to reach one automobile manufacturer — unknown to it — who might want what it had to offer. A full page in The Chicago Tribune was used to reach this man.

The agency was not throwing a couple of thousand dollars into this advertisement on a chance. It knew the man it wanted would be reading The Tribune because the whole automobile industry was in Chicago that week. The page was well conceived. Attention from the man it was aimed at was achieved. We have proof of it.

This agency ad carries a world of meaning to any advertiser, who, because of improper copy, wrong size or careless selection of media, believes advertising rates are high. Think of the opportunity of the manufacturer whose prospects include *all* of the 750,000 daily readers of The Tribune and the 1,190,000 on Sunday!

* * *

How Volume Is Increased

IT is interesting to note how the highly competitive industries, such as automobiles, tobacco, beverages, food products, etc., spend most of their advertising appropriations in newspapers.

The following figures from the Fourth Estate include the advertisers listed last year by the bureau of advertising of the American Newspaper Publishers' Association, a group spending more than $100,000,000 in magazines and newspapers.

	Percentage in Newspapers	Percentage in Magazines
Automobiles	72. %	28. %
Auto Accessories	48.	52.
Gasoline and Oil	83.8	16.2
Beverages	93.	7.
Building Material	54.	46.
Candy and Gum	86.7	13.3
Food Products	60.6	39.4
Home Furnishings	47.	53.
Radio	61.4	38.6
Smokers' Requisites	91.2	8.8
Soaps and Cleansers	45.4	54.6
Tires	61.7	38.3
Toilet Requisites	48.3	51.7
Wearing Apparel	63.9	36.1

Sixty-six per cent of the advertising is in newspapers. Where success depends largely upon volume of sales and where the consumer has the final word, newspapers are needed for the job.

* * *

The Chicago Tribune in 1926 published ten million agate lines—classified, local, national —MORE than the second Chicago paper. Its gain in advertising lineage during 1926, as well as its total lineage, was greater than that of any other Chicago newspaper.

* * *

Personalia



Westbrook Pegler

. . . . John T. McCutcheon folds up his drawing board and sails away for his annual sojourn to his own Treasure Island, in the Bahamas . . . . Carey Orr goes to page 1 to fill McCutcheon's space . . . . a noted sports writer who can squeeze a laugh out of a dour checker tourney—Westbrook Pegler—has a new feature, "The Sayso of Holleran Yell." It is the story of an itinerant fight manager and his trouble. . . . Speaking of prize-fighters, The Tribune syndicate is also offering a "Life of John L. Sullivan" by Joseph Dorney of The Tribune copy-desk . . . Dorney traveled with Sullivan for years as his publicity man and later as his manager.

The World's Greatest Newspaper opens an advertising office in Atlanta

THE TRIBUNE *is responsible for another bit of pioneering in the opening of a southern office at 1341-43 Hurt Building, Atlanta. This is the first office in the Georgia Capitol given over exclusively to the representation of one newspaper. George C. Blohm, former manager of The Tribune's Florida office, is in charge.*

The establishing of an Atlanta office is proof of the growing recognition of the importance of southern manufacturers, and of The Tribune's belief in the industrial future of the South.

Advertising & Selling

PUBLISHED FORTNIGHTLY



Drawn by Ray C. Dreher for The Boston Insurance Company.

MARCH 23, 1927 15 CENTS A COPY

In this issue:

"How to Conduct a Corporation Business Lawfully" By H. A. Haring; "What the New Purchasing Power Will Mean to the Advertiser"; "Fifty Firms that Sell from House to House" By Wilford L. White; "Where Do We Go from Here?" By Kenneth Groesbeck; "The News Digest" on Page 74

"By Far the Most Legible Newspaper in Chicago"

WITH the issue of Monday, March 14, The Chicago Daily News adopted a new style of body type throughout the paper. This has been acclaimed by the reading public as one of the greatest improvements in newspaper printing in the history of Chicago.

The new type, large, clear, and above all strikingly legible, is known as Ionic No. 5. It is the product of years of study, research and scientific experiment by the world's most skilled printing engineers. It has been endorsed by optometrists, oculists and scientists of national and international reputation.

A specimen sheet of The Daily News as formerly printed and one printed with the new type are being mailed to the advertising agencies and advertisers of the United States.

The new, unmatched legibility of The Daily News demonstrates again the progressive spirit of service to Chicago people that gives to The Daily News its advertising leadership.

THE CHICAGO DAILY NEWS

FIRST IN CHICAGO

Published every other Wednesday by Advertising Fortnightly, Inc., 9 East 38th St., New York, N. Y. Subscription price $3.00 per year. Volume 8, No. 11. Entered as second class matter May 7, 1923, at Post Office at New York under Act of March 3, 1879.





Two advertisements of widely different products that have produced definite results.

Advertising "hunches" mean nothing
. . . *unless they affect sales sheets*

You can think advertising good or bad. You can say copy is too long or too short. You can state logotypes should be used—or throw them out entirely. Opinions on advertising are endless—and useless. Only results count. And results are based on **facts**—not opinions.

In this agency the facts behind a product dictate advertising methods. But this does not mean that facts need ever be dull. This organization recognizes that a successful advertisement must compete, not only with other advertisements in the publication in which it appears, but also with absorbing articles and stories.

The proof that advertising prepared by this agency **does** win general attention, reading, and **action** is shown by the sales sheets of our clients.

We shall be glad to discuss the unusual results obtained by this policy with interested executives. Joseph Richards Company, 257 Park Avenue, New York.

JOSEPH RICHARDS COMPANY

FACTS FIRST - - - - THEN ADVERTISING

$12 MORE OUT OF EACH $100 OF INCOME TO SPEND FOR ADVERTISED MERCHANDISE

THE consumer's dollar spent with the landlord can never (by the consumer at least) be spent for advertised merchandise.

It is the consumer's *margin* between income and the aggregate costs of the bare necessities of life that energizes the wheels of industry and distribution.

Here is eloquent and authentic proof of an assertion The Indianapolis News has made for many years: *That the average Indianapolis consumer has a bigger margin between income and necessary living costs available for the purchase of advertised merchandise than the average citizen of other middle west cities.*

The Cleveland Chamber of Commerce recently completed a survey of essential living costs for average consumers in eight middle west cities, Detroit, Cleveland, Buffalo, Pittsburgh, Chicago, Cincinnati, Saint Louis and Indianapolis. Using 100 as the base figure for the costs of living in Cleveland, the averages for the eight cities (Indianapolis included) are as follows:

Food—average for 8 cities, 105.5. For Indianapolis, 94.

Fuel and light—average for 8 cities, 103.4. For Indianapolis, 106.

Housing—average for 8 cities, 96.3. For Indianapolis, 70.

Miscellaneous—average for 8 cities, 107.8. For Indianapolis, 96.

All costs combined—average for 8 cities, 100.6. For Indianapolis, 88.6.

Essential living costs consume $12 *less* of the average Indianapolis consumer's $100 of income than of the equivalent $100 income earned by his fellow-consumer in the other seven cities.

$12 more out of each $100 of income *to spend for advertised merchandise.*

This is a market where the same selling cost should yield a 12% greater return *automatically.*

And the Indianapolis Radius spends $750,000,000 a year!

THE INDIANAPOLIS NEWS

New York, DAN A CARROLL
110 East 42nd Street

FRANK T. CARROLL, *Advertising Director*

Chicago, J. E. LUTZ
The Tower Building

Everybody's Business

By Floyd W. Parsons

OF course in recent years we have done a creditable job in improving business methods, but we must not forget that our great machines of government, industry, and society still halt and creak. It is characteristic of human nature to get "cocky" when the sky is clear. "What care I for the lessons of yesterday?" says the optimist, when his pockets are full. "Ours is a new era that is largely free of the influence of the factors that shaped the past."

There is a divine wisdom behind the forces of adversity. Riches and power intoxicate the imagination, and make us forget the hand that bestowed them. Look over the books and plays that are today's big money-makers. Note the patronage we give to literary scandal-mongers. Observe the influx of volumes of discussion that aim to destroy respect for religion and the clergy.



© Ewing Galloway

Who are we to assume this attitude of superior intelligence? Since when did we gain control of the forces of nature and cease to be mere atoms of dust blown about by the winds of destiny?

Nothing could be more splendid than for our people, right now, to throw on a becoming cloak of proper humility. In order to do this, it is only necessary to glance back for a moment through the pages of history. Once the valleys of Alaska and the hills of Spitzbergen and Greenland were covered with the same kinds of palms and all the luxury of tropical vegetation that now thrive in the land surrounding the equator. Many times the climate of the earth has changed from hot to cold. At least twelve times the ice has come down from the north and again retreated. Since the last great retreat of the ice 15,000 years ago, there have been four great climatic changes so serious in character as to cause migrations of entire populations in Europe and Asia. Scandinavia for 3000 years had the mild dry climate of Spain, and then came a sudden change to its present state of snow and cold. Even during the last 2000 years there have been recurring centuries of cold in England that have come as a result of the sinking down of the gulf stream before it circled the shores of the British Isles.

The cause of these changes was a puzzle to us until a few years ago when we found a way to measure the intensity of the sun's radiations. Since 1921 the annual average of solar heat has been considerably below the established normal. Perhaps we are in for another change in earth temperature. It takes two or three years for a decrease in the intensity of sunshine to be felt throughout the world, for oceans alone make climates and it takes time to raise or lower the temperature of millions of cubic miles of water. Right now the cold-water areas of the earth are expanding and lands in northerly latitudes are experiencing winters more severe than those of the past two decades.

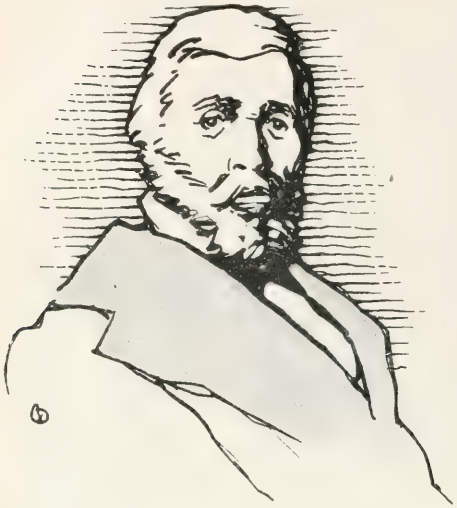
Two years ago northern Europe had the warmest winter in a century. The Arctic Ocean was practically free of ice for 150 miles north of Spitzbergen. This evidently marked the peak of twenty years of abnormal solar heat. Now the open Arctic water has largely disappeared. The winter of 1925-26 in northern Europe was the coldest since 1740. There is a great flow of ice at present into the Grand Banks of Newfoundland. The winter we have just passed through has been another season of extremely low temperatures and heavy snows in northern latitudes. The waters of the Pacific are getting colder as was disclosed by the swimmers who entered the recent race across the Catalina Channel.

The great Sequoia tree in the Museum of Natural History in New York tells a plain story of recurring periods of drought and cold. Bad weather and world famines are inseparable. In 1816 a weather and crop calamity hit the United States. The coming summer is a cycle anniversary of this earlier year of abnormal temperature variations. We are no better able to protect our crops now than we were 111 years ago. Perhaps history will not repeat itself; let us hope that the forecasters are mistaken. But, as in 1816, early mild spells are forcing fruit buds to an untimely advance.

Notwithstanding our marvelous accomplishments we are still in the hands of the gods. We are not through with difficulties, and on all sides are surrounded with huge tasks unfinished. Even the insects of the earth dispute man's sovereignty. Our automobiles and trains are helping to distribute 600,000 types of bugs, and we are discovering new species of insects at the rate of 6000 a year. A few such pests destroy $45.000,000 worth of wood products yearly. The descendants of one female moth can destroy 100 pounds of wool a year. Moths now cost us $200,000,000 annually.

If insect pests are too far afield to interest us, we can turn our attention to things more intimate such as the early exhaustion of wood, oil, natural gas, and common metals such as copper. Science conquers an old disease only to find that changed habits have developed new ills that are worse. We put up smoking chimneys to produce wealth only to find that we have shut out the sun's rays that conserve health. Poor vision has become a national ailment, while insanity and suicide increase daily.

The truth may not be pleasant, but often it may serve as a fine antidote for that type of careless ego which prosperity frequently develops.



"No man lives without jostling and being jostled!"

THE narrow roads of eighty years ago were not so crowded as the broad highways of today. Yet Thomas Carlyle noticed the jostling even then. Candlemaker jostled candlemaker; mercer jostled mercer; hatter jostled hatter.

Jostling today has become a great industrial free-for-all. Cities elbow each other in the scramble for new industries. Cotton has realigned its battle front in the war of textiles. Motor buses carry more passengers more miles than the railroads. Electrical refrigeration prods the ice industry awake with a prediction of a million sales this summer.

No business man lives without jostling and being jostled.

In this industrial contest Nation's Business is the able second of its readers. It warns of blows from behind. It prepares against surprise attacks. A quarter million alert business men find Nation's Business indispensable.

NEW YORK
1400 Woolworth Bldg.

CHICAGO
1020 Metropolitan Bldg.

CLEVELAND
900 Keith Building

NATION'S BUSINESS

DETROIT
3-141 General Motors Bldg.

ATLANTA
704 Walton Building

SAN FRANCISCO
710 Hearst Building

MERLE THORPE, *Editor*

Published Monthly at Washington by the United States Chamber of Commerce



FOOD ADVERTISING

In the Six Leading Women's Publications during 1926

(In this tabulation Good Housekeeping is No. 1)

Magazine	Accounts	No. of Pages
No. 1	101	442 1/3
No. 2	71	407 1/3
No. 3	66	301 19/20
No. 4	37	137 1/4
No. 5	45	181 2/3
No. 6	53	169 1/6

Of all the food accounts advertised in these magazines, Good Housekeeping carried 86.3%, the next publication 60.6%. Of these accounts, 27 were in Good Housekeeping exclusively, 4 in the next magazine.

THIS WOMAN'S BUSINESS

"I wish," wrote the physician husband of a subscriber, "that our profession had a journal as forward-looking and practically helpful as Good Housekeeping." And he is not the first man to express this same wish.

No business is served so well, perhaps, as Good Housekeeping serves woman's business with workable solutions to every besetting problem.

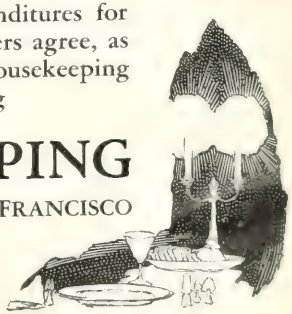
Take food, for one. It's no end of a job keeping a family happily fed. Three meals a day and every day call for skill and ingenuity beyond ordinary resourcefulness. Husbands, you know, can be critical. Children must be well nourished. Wifely laurels must be upheld.

Here's one more way in which Good Housekeeping keeps many a lovely brow unruffled. Every issue is replete with planned menus, tested recipes, piquant dishes, delicious dishes, and withal, short cuts that lessen labor, methods that stretch dollars a trifle farther.

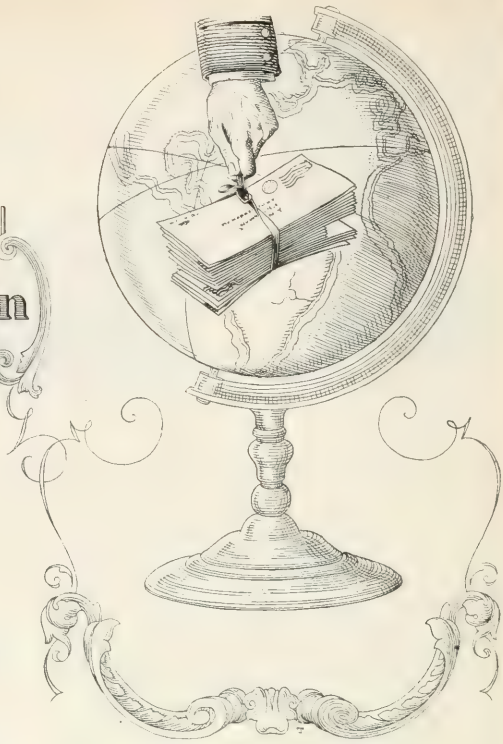
Good Housekeeping's million and a quarter readers have a lively, sustained interest in good things to eat. And they live—85% of them—in urban places where 70% of all food products are sold; where family expenditures for food are the greatest. Most food manufacturers agree, as you can see, that advertising in Good Housekeeping parallels the most strategic lines of marketing

GOOD HOUSEKEEPING

CHICAGO BOSTON NEW YORK SAN FRANCISCO



The Greatest Salesman in the World



He never quits.

He never gets discouraged.

He finds nobody "in conference," misses no trains, wastes no time.

He makes no statements unauthorized by his employer.

His traveling expense is only two or three cents per call, and his total expense is known in advance to a penny. His sales also can be gauged by preliminary tests and the law of averages.

He can make thousands of effective calls a day, can cover the country in a week.

His message is timely and fresh, yet made without haste and with careful deliberation.

He is never tempted to "leave you flat" and take business with him.

He cooperates unselfishly—helps other salesmen do effective work—tells them what to say—follows up customers—creates leads.

He states his message by illustrations, graphs, and other symbols that reach the prospect's mind through the eye, always a more effective way than through the ear.

If you use him, you can control him absolutely—make him what you want him to be—impart to him your own ability.

Don't overlook this salesman. You can use him with profit. He can add tremendous creative drive and power to your selling. You already know his name—*Direct Mail Advertising.*

Good art work and cuts, good printing, and good paper, specially surfaced to give fine printing quality—these are the essentials.

That the finest coated paper comes from Cantine's is shown by the fact that the Cantine Mills today coat more paper than any other company.

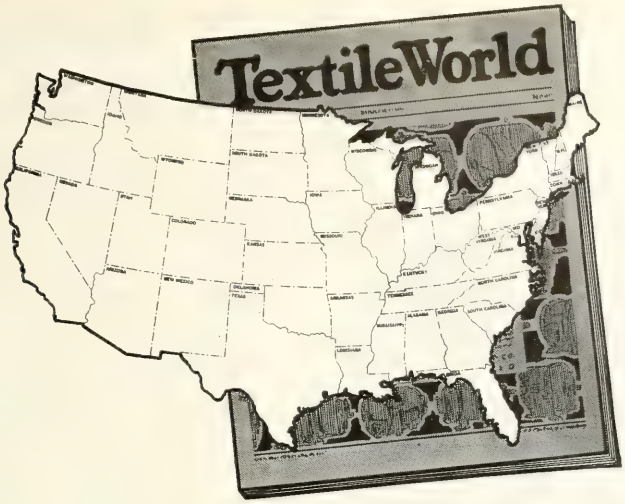
Book of samples and name of nearest distributor upon request. Address Dept. 335.

THE MARTIN CANTINE COMPANY
Saugerties, N. Y.
New York Office, 501 FIFTH AVENUE

NOTE—*To compete for the famous Martin Cantine awards for skill in advertising or printing, send to the Martin Cantine Company samples of* all *work you produce on any Cantine paper.*

Cantine's COATED PAPERS

CANFOLD — SUPREME FOLDING AND PRINTING QUALITY
ASHOKAN — NO. 1 ENAMEL BOOK
ESOPUS — REGULAR NO. 2 ENAMEL BOOK
VELVETONE — SEMI DULL · EASY TO PRINT
LITHO C.I.S. — COATED ONE SIDE



The Dimensions of Textile World Are Those of the Industry

IN applying the yardstick to the textile industry you are in truth applying it to Textile World. It is the one publication in the industry that reaches all sections and all branches. From the mills of New England to those of the New South, its coverage and prestige are almost identical with the strength of the great industry it serves. Its subscribers are the key men of these mills—the men who control 90% of the machinery of the industry, in other words, the buying power.

Over 800 advertisers use Textile World regularly. The journal of the WHOLE industry, it has for years been consistently the backbone of successful campaigns directed to the mills.

Send for booklet "How to Sell to Textile Mills."

Member Audit Bureau of Circulations

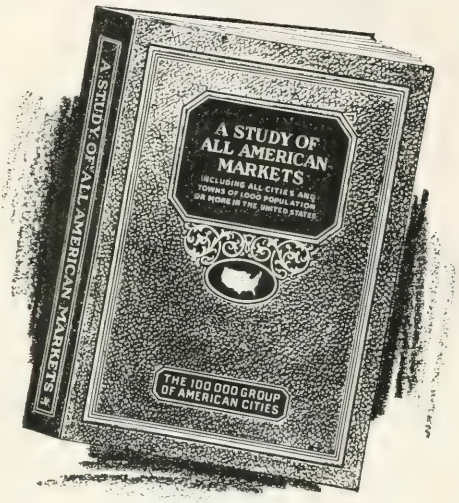
TextileWorld

Largest net paid circulation and at the highest subscription price in the textile field

Member Associated Business Papers, Inc.

334 FOURTH AVE., NEW YORK

A Famous Book for Alert Sales and Advertising Executives



AMERICA'S 93 MAJOR MARKETS

1. Akron, Ohio.
2. Albany, N. Y.
3. Allentown, Pa.
4. Atlanta, Ga.
5. Baltimore, Md.
6. Binghamton, N. Y.
7. Birmingham, Ala.
8. Boston, Mass.
9. Bridgeport, Conn.
10. Brooklyn, N. Y.
11. Buffalo, N. Y.
12. Canton, Ohio
13. Chicago, Ill.
14. Cincinnati, Ohio
15. Cleveland, Ohio
16. Columbus, Ohio
17. Dallas, Texas
18. Dayton, Ohio
19. Denver, Colo.
20. Des Moines, Iowa
21. Detroit, Mich.
22. Duluth, Minn.
23. Elizabeth, N. J.
24. El Paso, Texas
25. Erie, Pa.
26. Evansville, Ind.
27. Fall River, Mass.
28. Flint, Mich.
29. Fort Wayne, Ind.
30. Fort Worth, Texas
31. Grand Rapids, Mich.
32. Hartford, Conn.
33. Houston, Texas
34. Indianapolis, Ind.
35. Jacksonville, Fla.
36. Jersey City, N. J.
37. Kansas City, Mo.
38. Knoxville, Tenn.
39. Lawrence, Mass.
40. Long Beach, Calif.
41. Los Angeles, Calif.
42. Louisville, Ky.
43. Lowell, Mass.
44. Lynn, Mass.
45. Memphis, Tenn.
46. Miami, Fla.
47. Milwaukee, Wis.
48. Minneapolis, Minn.
49. Nashville, Tenn.
50. Newark, N. J.
51. New Bedford, Mass.
52. New Haven, Conn.
53. New Orleans, La.
54. New York, N. Y.
55. Norfolk, Va.
56. Oakland, Calif.
57. Oklahoma City, Okla.
58. Omaha, Neb.
59. Paterson, N. J.
60. Peoria, Ill.
61. Philadelphia, Pa.
62. Pittsburgh, Pa.
63. Portland, Ore.
64. Providence, R. I.
65. Reading, Pa.
66. Richmond, Va.
67. Rochester, N. Y.
68. Sacramento, Calif.
69. St. Louis, Mo.
70. St. Paul, Minn.
71. Salt Lake City, Utah
72. San Antonio, Texas
73. San Diego, Calif.
74. San Francisco, Calif.
75. Schenectady, N. Y.
76. Scranton, Pa.
77. Seattle, Wash.
78. South Bend, Ind.
79. Spokane, Wash.
80. Springfield, Mass.
81. Syracuse, N. Y.
82. Tacoma, Wash.
83. Tampa, Fla.
84. Toledo, Ohio
85. Trenton, N. J.
86. Troy, N. Y.
87. Tulsa, Okla.
88. Utica, N. Y.
89. Washington, D. C.
90. Waterbury, Conn.
91. Wilmington, Del.
92. Worcester, Mass.
93. Youngstown, Ohio

The 93 major American markets, consisting of every city of 100,000 population and the cities and towns of 1,000 population or more that lie within their retail trading radii are each analyzed as separate units. They are followed by a State Section analyzing 8,073 cities and towns by States, alphabetically arranged.

Over 600 Pages of Valuable Information Never Available Before

Coming from the country's greatest business and research authorities, the information contained in this already famous book will startle sales and advertising executives who have anticipated that some organization would produce a standardized merchandising study of every city and town of the United States with 1,000 population or more.

In its more than 600 pages, "A Study Of All American Markets" tells the total population, numbers of families, dwellings, and males and females of 15 years of age and over, taken from the 1920 Government Census and also estimates as of January 1, 1927; bank deposits as of September, 1926; automobile registrations for 1926—for 8,073 cities and towns. In these same communities the wholesalers and retailers are counted in 35 kinds of business and are then divided into 6 distinct groups of financial ratings.

America's Recognized Authority

Until the publication of "A Study of 81 Principal American Markets," nearly two years ago, vital market information had never been presented in standardized form. Now, in "A Study Of All American Markets," there is still more information that has never before been compiled or published.

This new book immediately becomes America's recognized market Authority because it contains the work of the Bureau of the Census in its study of Population Characteristics and its tremendous Business Census specially compiled by R. L. Polk & Co. at a cost exceeding $50,000 for this exclusive publication.

A Large, New Wall Map with Each Book

Geographical experts have drawn a special merchandising map of the United States, 44x67½ inches in size, which locates every city and town of 1,000 population or more. The General Index of the book not only contains a key to the location of every community, but also gives the reference pages upon which the individual study of every city and town may be located.

The gratis distribution of this book is limited to those business executives who are interested in the utility of newspaper advertising and its relation to their business. All applications are referred to the nearest newspaper listed below, for approval. Please write on your business stationery and enclose 50c in stamps to cover postage and packing.

THE 100,000 GROUP *of* AMERICAN CITIES

Suite 1223 Association Bldg., 19 So. La Salle St., Chicago, Ill.

Akron, Ohio, *Beacon Journal*
Albany, N. Y., *Knickerbocker Press and The Albany Evening News*
Allentown, Pa., *Morning Call*
Atlanta, Ga., *Journal*
Baltimore, Md., *Sun*
Binghamton, N. Y., *Press & Leader*
Boston, Mass., *Globe*
Brooklyn, N. Y., *Eagle*
Buffalo, N. Y., *Evening News*
Canton, Ohio, *Repository*
Chicago, Ill., *The Daily News; The Journal*
Cincinnati, Ohio, *Times-Star*
Cleveland, Ohio, *News*
Columbus, Ohio, *Dispatch*
Dallas, Texas, *Times Herald*
Dayton, Ohio, *News*
Des Moines, Iowa, *Register & Tribune*
Detroit, Mich., *News*
Duluth, Minn., *Herald*
Elizabeth, N. J., *Journal*
El Paso, Texas, *Herald-Times*
Erie, Pa., *Dispatch-Herald*
Evansville, Ind., *Courier-Journal*
Fort Wayne, Ind., *News-Sentinel*
Houston, Texas, *Chronicle*
Indianapolis, Ind., *News*
Jacksonville, Fla., *Florida Times-Union*
Kansas City, Mo., *Star*
Knoxville, Tenn., *Journal*
Lawrence, Mass., *Eagle-Tribune*
Long Beach, Cal., *Press-Telegram*
Los Angeles, Cal., *Times*
Louisville, Ky., *Times-Courier-Journal*
Lowell, Mass., *Courier-Citizen & Leader*
Lynn, Mass., *Item*
Memphis, Tenn., *Commercial Appeal*
Milwaukee, Wis., *Journal*
Minneapolis, Minn., *Journal*
Nashville, Tenn., *Banner*
Newark, N. J., *Newark Evening News*
New Bedford, Mass., *Standard & Mercury*
New Haven, Conn., *Register*
New Orleans, La., *Times-Picayune*
New York, N. Y., *The Times*
Oakland, Cal., *Tribune*
Omaha, Neb., *World-Herald*
Paterson, N. J., *Press-Guardian and Sunday Chronicle*
Peoria, Ill., *Journal-Transcript*
Philadelphia, Pa., *Bulletin*
Pittsburgh, Pa., *Post and Sun*
Portland, Ore., *Oregonian*
Providence, R. I., *Journal-Bulletin*
Rochester, N. Y., *Times-Union*
Sacramento, Cal., *Bee*
St. Louis, Mo., *Post-Dispatch*
St. Paul, Minn., *Dispatch-Pioneer Press*
Salt Lake City, Utah, *Tribune*
San Antonio, Texas, *Express and News*
San Diego, Cal., *Union & Tribune*
San Francisco, Cal., *Chronicle*
Schenectady, N. Y., *Gazette*
Scranton, Pa., *Times*
Seattle, Wash., *Times*
South Bend, Ind., *Tribune*
Spokane, Wash., *Spokesman-Review and Chronicle*
Springfield, Mass., *Union & Republican*
Syracuse, N. Y., *Herald*
Tacoma, Wash., *News-Tribune*
Toledo, Ohio, *Blade*
Troy, N. Y., *Record*
Utica, N. Y., *Observer-Dispatch*
Washington, D. C., *Evening Star*
Waterbury, Conn., *Republican and American*
Wilmington, Del., *Journal and News*
Worcester, Mass., *Telegram-Gazette*
Youngstown, Ohio, *Vindicator*

ON COMPETITION



Manufacturers used to whisper in club corners about their competition. By "competition" they meant the other manufacturers in their industry.

Today the alert manufacturer cooperates with the other units of his industry for the common good. He knows that his direct competitors are, after all, of only secondary importance—that his primary competition is any other industry which may take the dollars that his industry is after.

The choice always lies with the consumer. He may decide between a piano and a motor car—or new furniture and more bonds—or a summer cottage and higher education for his daughter. All represent competing human desires and all compete actively when sales are made. It is not, for example, primarily a matter of *which* trip to Europe, but of *whether* a trip to Europe.

There are just so many dollars in the average man's purse. The manufacturer who calls early and often and persuasively gets the best cut. Advertising helps control the competition of human desire.

CALKINS
&
HOLDEN
INC.
247 Park Avenue
NEW YORK

One plus One equals ONE



The Memphis Press

plus

The Memphis News Scimitar

equals

The Press Scimitar

Change your records. Memphis, due to the consolidation of The Press and the News Scimitar, on November 16, last, now has a powerful evening paper, with the largest evening circulation in the South. More than eighty-five thousand circulation confined to Memphis and immediate vicinity—a rich and prosperous territory which actually "consumes" more automobiles, more clothing, more school books, more bread, than any other similar territory in the advancing South. Put Memphis first on your Southern schedule, because Memphis has the largest evening circulation in the South.

85,000 Daily
—and a flat rate of 18 cents per line

Your "best buy" in Memphis is

The Press Scimitar

A Scripps-Howard Newspaper

MEMPHIS, TENN.

National Representatives: Allied Newspapers, Inc. 250 Park Ave. New York

Chicago Cleveland Detroit San Francisco Seattle Los Angeles

Space Buyers Prefer Publishers' Advertising in Trade Papers Because—like the Radio—They Can Turn it Off if They Want to.

Publishers can profitably save a lot of their direct-by-mail advertising now wasted on agencies and advertisers. Wasted not from lack of appreciation but from sheer lack of time.

It is better to publish one or possibly two expert mailing pieces a year that will be used, than 12, 26 or even 52 flyers that go straight to the waste basket.

Sell yourself on the value of advertising. Then buy a *planned* campaign in the trade papers or metropolitan newspapers and keep it going year after year.

The right campaign in the right mediums will eventually yield a profit.

E. Katz Special Advertising Agency

Established 1888

Publishers' Representatives

Detroit
Atlanta

New York
Chicago

Kansas City
San Francisco

"Topics of the Day"

AN illuminating comment was lately made by Mr. R. H. Grant of the Chevrolet Motor Car Company. The advertising of automobiles, he said, is "in a different category from the advertising of some other kinds of goods." Answering the question "Why?", he explained:

> "Because the automobile is an article in the public eye. In the smoking-car, in the drawing-room and in any place where people gather, they settle among themselves the automobile supremacies of the United States. Automobiles are in a category with national sports, with moving pictures and any important current topics of the day."

What lifted the automobile into this favored place among the topics of the day? If you will think back twenty years, you will recall that advertising has had much to do with it.

Not long since the same thing happened with radio.

It is happening today with electric refrigeration.

It is happening with oil heaters.

It will happen tomorrow with other desirable household conveniences.

Mr. Grant points out that there are "some prosaic products about which people do not care to spend their time in discussion." Doubtless that must always be true of certain products. Of many others it is only temporarily true—*only so long as their makers permit it to be true.* "If you know how to catch the public imagination"—Mr. Grant puts it.

Public imagination is infinitely curious and capable of infinitely wide range. There are a hundred commodities that touch the daily lives of people, that have to be chosen in competition with other things, that involve decisions as to quality, economy, beauty, usefulness and pride of possession. No such commodity is inherently prosaic. It remains so only until somebody lends it a fresh and vivid appeal to the public imagination and lifts it into the topics of the day.

It is a striking coincidence that that phrase is the one which stands every week on the opening page of The Literary Digest. Topics of the day make up the entire editorial contents of The Digest—news of all nations, the latest inventions, letters and art, religion, sports and athletics, finance—current events from every quarter of the world.

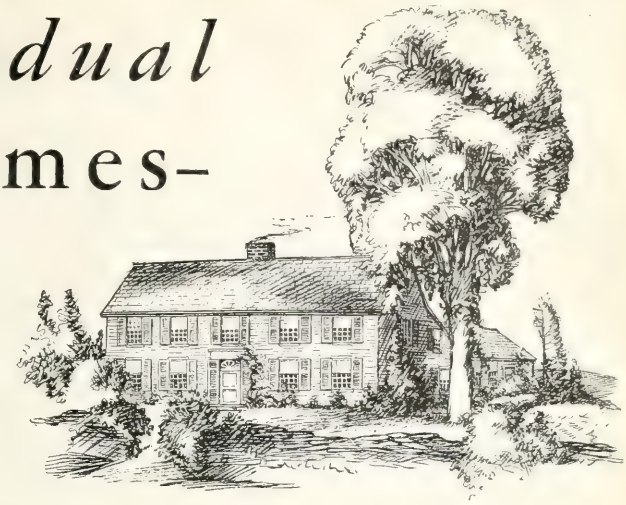
The readers of The Literary Digest make up one of the largest groups of influential people in America and *when an advertisement stirs up conversation among Digest readers, then the product advertised really becomes a Topic of the Day.*

The Literary Digest

Advertising Offices: · NEW YORK · BOSTON · DETROIT · CLEVELAND · CHICAGO

Individual Homes—

the best way to measure your Boston Market



BUILDING materials—house furnishings and equipment—these are products that must be sold to *individual homes.*

The average house compared with the average apartment has two more mouths to feed—three more rooms to furnish.

This very situation sometimes causes the advertiser in large cities to pick a paper with a large "outside" circulation. But this "country" circulation frequently is misleading. It may consist of small hamlets—or it may be large cities.

How the Boston market differs from other great cities

Boston is unique among large cities because of its large percentage of individual homes.

In Municipal Boston only 65% of the population are apartment dwellers against an estimated 97% in Manhattan.

And Municipal Boston is less than half the true "City" of Boston. Within the 12-mile Clearing House Parcel Delivery area, comprising 22 cities and towns (exclusive of Municipal Boston) we find the astonishing average of *72 homes per 100 families.*

When we extend the radius to 30 miles ("city" and "suburban" circulation) the proportion rises still higher—*80 homes for every 100 families.*

Here the Globe is strongest

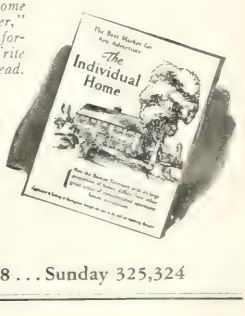
Here is a gigantic market of 2,716,000 people—offering rich possibilities for advertisers of furniture, paints, wall boards, furnaces—as well as food and clothing.

73% of the Sunday Globe's circulation is distributed within this city and suburban area. There the Sunday Globe leads in 91 cities and towns—almost three times as many as its nearest competitor. In this area the percentage of the Daily Globe's circulation is even higher—81%.

The Globe has gained this leadership because it is primarily a *family* paper. The large amount of space and excellent features devoted to the house—and to children make the Globe a paper that appeals to that group of Boston people who live in their own homes.

The Globe covers a cross section of people that represent Boston's best buying power. It appeals to all classes—without regard to race, creed or political affiliation. To put your message before the people who make up this great home market you must use the Boston Globe first.

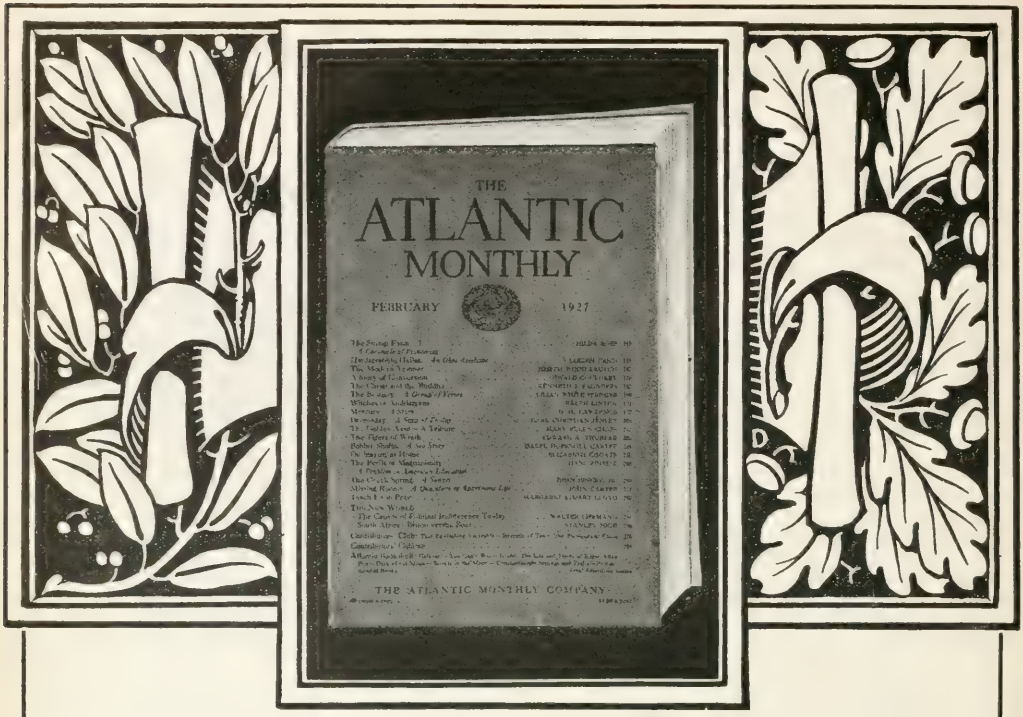
Our booklet, "The Individual Home—the best market for any advertiser," contains complete, interesting information about Boston homes. Write for it on your business letterhead.



The Boston Globe

The Globe sells *Boston*

Audited Net Paid Circulation for Year ending March 31, 1926—Daily 278,988 . . . Sunday 325,324



12 Points of Distinction in The Atlantic Monthly

II

20 YEARS OF THE CONTRIBUTORS' COLUMN

A brief "Who's Who" covering each contributing author in each issue.

Adds interest and broader understanding of viewpoint from which each article was written.

Attracts contributions of world wide scope, affording unlimited range of informative reading.

AN ORIGINAL ATLANTIC FEATURE SINCE 1907

Circulation, 110,000
ABC Rebate-backed,
Guaranteed.

THE ATLANTIC MONTHLY

A Quality Group Magazine

8 Arlington Street Boston, Mass.

Advertising & Selling

VOLUME EIGHT—NUMBER ELEVEN

March 23, 1927

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IN the leading article of this issue—"How to Conduct a Corporation Business Lawfully"—H. A. Haring offers some information of unquestionable value to the business man whose dealings extend beyond the boundaries of the State in which he is incorporated. For it is easier than he probably realizes to enter a legal snare and find himself suddenly deprived of goods or investment. As a "foreigner" his rights and position are sharply defined by legislation; in many cases they are probably less than he realizes. Mr. Haring gives an instance in which a court while ruling in accordance with the statutes against a firm from another State openly stated its regret over a decision so manifestly unjust.

M. C. ROBBINS, PRESIDENT
J. H. MOORE, *General Manager*
OFFICES: 9 EAST 38TH STREET, NEW YORK
Telephone: Caledonia 9770

NEW YORK:
F. K. KRETSCHMAR
CHESTER L. RICE

CHICAGO:
JUSTIN F. BARBOUR
Peoples Gas Bldg.; Wabash 4000

NEW ORLEANS:
H. H. MARSH
Mandeville, Louisiana

CLEVELAND:
A. E. LINDQUIST
405 Swetland Bldg.; Superior 1817

LONDON:
66 and 67 Shoe Lane, E. C. 4
Telephone Holborn 1900

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Good Housekeeping for April contains these examples

Good Housekeeping for April contains the following examples of advertisements prepared by The H. K. McCann Company for its clients:

Page 101	Del Monte Spinach
Page 155	Nujol
Page 158	Del Monte Canned Fruits
Page 187	Zonite
Page 204	Perfection Oil Cook Stoves and Ovens
Page 228	Tappan Gas Ranges
Page 240	"Vaseline" Petroleum Jelly
Page 261	Flit
Page 271	Del Monte Peas
Page 273	Beech-Nut Peanut Butter
Page 315	Hawaiian Sliced and Crushed Pineapple

THE H. K. McCANN COMPANY

Advertising

NEW YORK CHICAGO CLEVELAND LOS ANGELES SAN FRANCISCO MONTREAL DENVER TORONTO

THE H. K. McCANN COMPANY ADVERTISING TRUTH WELL TOLD

MARCH 23, 1927

Advertising & Selling

FREDERICK C. KENDALL, *Editor*

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CHARLES AUSTIN BATES FLOYD W. PARSONS KENNETH M. GOODE G. LYNN SUMNER
N. S. GREENSFELDER JAMES M. CAMPBELL FRANK HOUGH, *Associate Editor*

How to Conduct a Corporation Business Lawfully

By H. A. Haring

OUT in Wyoming, not many years ago, one of the irrigation projects required the construction of a canal to feed the ditches. The contract, which ran into large figures, was let to a contracting concern of the neighboring State of Colorado. After the canal was several months along a disagreement arose between the irrigation concern and their contractors, there being at the time $38,000 due on the contract. To protect this claim the Colorado contractor sued.

The irrigation company did not contest the justice of the claim. As a matter of fact, the debt was acknowledged. Nevertheless, the Wyoming parties, under guidance of their attorneys, went to no expense to defend themselves; they merely asked the court to dismiss the suit and clear their property of the lien. And the reason for thus calmly asking to be relieved of a just debt was a technical one (in law), but an immensely valid one in business and commercial practice.



© Wide World Photos

THE law is an institution in whose labyrinths the innocent obviously can be as easily snared as the guilty should be. In fact the latter, because of their superior knowledge of the technique, can use the machinery of justice to fleece their less experienced fellows, and the unsuspecting are consequently often at the mercy of the unscrupulous. Mr. Haring points out in this article—the first of several—some surprising idiosyncrasies of inter-state laws by means of which corporations can be and have been legally deprived of their financial returns from obligations undertaken by both sides in apparent good faith

The case was carried to higher courts. The contractor raged, and through the lips of his attorneys pleaded, "Surely the courts will not deprive me of what is manifestly mine, just on a fine point of law." But he got no satisfaction. He lost the $38,000 and the costs. All this resulted because the Colorado concern, being incorporated, had crossed a State line to perform a contract. To cross the boundary was perfectly right and proper; but the laws of Wyoming—as of her forty-seven sister States — prescribe very definitely that a corporation from another State must "qualify" for doing business within Wyoming. The Wyoming law further stipulates that the contract could be enforced to the last comma *against* the Colorado contractor while, at the same time, it was wholly void in its *favor*.

Wyoming is a dis-

tant State. It is not a section of intense commercial development. Let it not be thought for one moment, however, that this business pitfall does not exist elsewhere. It is found, as already hinted, to apply to every square mile of the whole country. It is here pictured for the reason that, unwittingly and unsuspectingly, the managers of our corporations become enmeshed through sheer ignorance. "And it may be well to note," remarks a leading authority in this matter, "that the firms hardest hit are usually those which have been in business many years."

Another telling instance arose in the State of New York. The sufferer, this time, was The American Can Company. One of the products of this corporation is adding machines. In selling these devices, all contracts include a printed clause to the effect that the agreement shall not become binding until approved at the home office of The American Can Company in Chicago. One of their salesmen, however, took an order in New York State for an adding machine and, for special reasons that would accommodate the new customer, did not await the company's validation from Chicago. He delivered the machine on the spot. The buyer paid $3 that day; he never paid more; he never surrendered the machine; and when, in indignation, The American Can Company attempted at law to collect the balance (or re-possess the goods) the suit was thrown out of court.

That court told the Chicago manufacturer that it had no rights to sue in a New York court. The reason was identically that given in the case of the Colorado contractor in Wyoming: failure to qualify to do business in New York. All previous sales in New York had been meticulously kept within the definition of "inter-state commerce" by forwarding the contracts to Illinois for approval and then shipping machines from out-of-State points into New York; but the spot delivery of a single machine was construed as "conducting business wholly within the State of New York"—a transaction unlawful. The contract was not enforceable. The salesman had been too zealous for his corporation.

Overmuch zeal is not a common complaint against employees; yet it does, as in this instance, sometimes bring downfall to the corporation.

Another Chicago concern, the meat-packers of Wilson & Company,

[CONTINUED ON PAGE 44]

Advertising to Avert Whiskers

By Earnest Elmo Calkins

I AM surprised that no one has seen fit to comment in advertising publications on the novel idea that for a year the Colgate shaving soap advertising was devoted to warning the American man against turning back the clock to the time when beards, if not universal, were at least tolerated. Probably this was looked upon as a bit of advertising humor. Perhaps Colgate's did not take the possibility seriously, but there is nothing impossible about such a contingency.

Anyone who had ventured to prophesy a few years ago that the American woman would shingle her hair with the consequent disastrous effects upon the business of hairpin manufacturers would have been laughed at, and anyone who started an advertising campaign to avert such a change in habit would have been credited with fighting a straw adversary.

At any rate, Colgate got one reply. The descendants of General Burnsides were so offended at some allusion in one of these advertisements that they brought suit. I never heard how the matter came out. The trouble with these newspaper stories is that they disappear sometimes before they end and one never gets the conclusion, and so perhaps now we will never know whether "sideburns" was created by inverting the name of the gallant general who always wore the kind of hirsute adornment that seemed known equally as burnsides and sideburns.

Mussolini has quite recently endorsed the American smooth shaven face, not only for himself but also for the Italian people. He adds that he shaves with an American safety razor. There seems to be an idea that the smooth shaven face goes with the American "go-getting" initiative and that if Italy adopts our unwillingness to let the hair grow on our faces, she will automatically come into our material prosperity.

Many advertisers make this mistake. They imagine that if they can think up as good a name as Uneeda it will automatically advertise their business, without analyzing the matter far enough to realize that Uneeda is a good name because it was advertised.

But to get back to beards and the imminence of their coming in style again, here is the latest news from London, which seems to imply at least that if men let their beards grow it will be in self defense.

> Because women will persist in imitating men's fashions in haircuts, dress and smoking, the men of London are seeking refuge behind full beards. In the fine old mid-Victorian days, when the women appeared in voluminous skirts and men in baggy trousers, the men either wore full beards or long, flowing side whiskers. But the men found it more convenient and comfortable to resort to beardless faces and gave no thought to the idea that in so doing they were imitating women. When women showed a disposition to seize such badges of masculinity as trousers, short hair and cigarettes, men complained without bringing about any change. The only thing left for them, therefore, is to cultivate hirsute adornments. The most daring of female imitators cannot go that far in trying to look like men.

What the New Purchasing Power Will Mean to the Advertiser

By De Leslie Jones

"THE most astonishing economic transformation in recent history," is what Herbert Hoover calls it. But the American advertiser knows it as a tremendously welcome two-dimensional event which solidifies the position of advertised packaged goods as nothing else could.

Briefly the facts, which have just become available, are these:

1. The current income of the people of the United States for 1926 was ninety billion dollars, a jump of forty per cent since 1921.

2. The recent researches of various statistical authorities, including the National Bureau of Economic Research, show that this is a "real" gain, not a price inflation gain.

3. This means that the average individual in the United States in 1926 earned one-third more than in 1921, which figures out $770 per capita, or $2,010 per worker.

4. The five-year increase averages over seven per cent per year. Contrast this, in order to calculate our present rate of growth, with the four and a quarter per cent average annual general growth which the Federal Reserve statisticians say has been maintained for the past fifty years.

5. By reducing money terms to a "constant" of purchasing power, it appears that the worker today gets forty-four per cent more than in 1909.

6. The "astonishing transformation" of which Hoover exclaims is the decisive *downward* trend of price, accompanied by the *upward* course of wages. (From 199 in 1920 up to 238 in 1926 in wages; and from 226 in 1920 down to 150 in 1926 in prices.) The margin is fifty-five points in favor of the worker, in added purchasing power.

Here is the table of figures itself; the figures being index figures, taking 1913 as 100 per cent:



Courtesy *Chicago Tribune*

	UNION WAGES	AVERAGE WHOLESALE PRICES
1920	199	226
1921	205	147
1922	193	149
1923	211	154
1924	228	150
1925	238	159
1926	238	150

Here also is a table showing the total income of the country; the income transposed into "constant" purchasing power, and in current and "constant" dollars per worker:

	CURRENT INCOME (MILLIONS)	PURCHASING POWER 1913 DOLLAR (MILLIONS)	CURRENT INCOME PER WORKER	"CONSTANT" OR 1913 DOLLARS PER WORKER
1926	$90,000	$52,900	$2,101	$1,186
1925	86,461	51,100	1,971	1,165
1924	79,365	48,400	1,840	1,121
1923	76,769	46,900	1,821	1,113
1922	65,567	40,400	1,586	979
1921	62,736	36,200	1,537	887
1920	74,158	36,300	1,851	907
1919	67,254	37,600	1,669	934
1918	32,000	32,000	864	864
1917	27,100	28,200	791	823

The increase in factory output per worker (1913-1923) has been: 211 per cent in rubber and tires, 172 per cent in the automobile field, 83 per cent in petroleum refining, 61 per cent in cement, 59 per cent in iron and steel. Over ten years past it will average, for all industries, about sixty per cent. This is wealth which we create to spend. If, as Henry Ford says, leisure also means more spending incentive, we have two and a half to three per cent more of that, also, as an increase over 1920.

What do all these figures mean? They mean that the base of the structure on which the national advertiser of quality goods builds has both widened and deepened. There are more users of his kind of goods, and the ability of these users to buy is made more permanent, consistent, and steady. The family which could buy only bulk goods now buys package goods; the housewife who did her own washing and cleaning can afford a washer and vacuum cleaner. The family that could afford only a Ford now buys a Dodge or Chevrolet. The housewife who cooked her own breakfast cereal buys package cereal; the family that bought a second hand refrigerator buys a good standard make; the one which owned an ice refrigerator buys an electric one. The housewife who used old flatirons buys an electric iron; the family that bought a nondescript clock buys a New Haven or a Seth Thomas.

It is in the role of stimulator to desertion of the unknown, unbranded article for the known, branded and advertised article that the new purchasing power is significant. The stores which from time immemorial have catered to the buyers of nondescript merchandise are feeling the pressure. The cut-price bargain is not nearly so alluring to the man or woman with

[CONTINUED ON PAGE 48]

O Mirth—O Menzies!

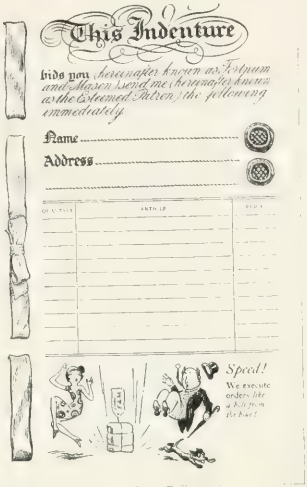
By Amos Stote

SITTING on the top of a London skyscraper—seven real stories—seven—count 'em—is a serious-minded maker of humorous advertising which has a desire appeal beyond the realm of reason. I herewith offer proof.

When the advertising of groceries results in booklets prized as classic humor; when, coincident with that advertising, the stock of the grocery house has advanced on the open market from 18/6 a share to 49/6 a share; when lords and ladies write enthusiastic letters of appreciation to the author of these advertisements; when the order blanks enclosed come home laden with lists of goods demanded; when these things happen, as they have actually happened in the remarkable instance now solemnly set on record and duly laid before you, it seems time to give thought to the how and the why and the wherefore, not to mention to the drawing of a moral and the ordering of a wreath, and a word to do honor to the author.

As is usual in connection with any spectacular creative work of exceptional originality, the hows, whys and wherefores mingle intimately with the personality of the author.

H. Stuart Menzies is the way he writes his name. But as to pronunciation! There he has you on, so to speak. The introductory portions sound as indicated. It is the *Menzies* you have to mangle. Only two syllables, fortunately. *Menz* you assemble as *Ming* (the *g* is hard). The *ies* takes the sound of *ees*. That's right; Ming-ees; accent on the first syllable.



However, Mr. Menzies' humor does not end with his idea as to how to trip you up on pronouncing his name. If he had never done anything other than his "Commentaries" for Fortnum & Mason, he would deserve a monument on several counts: *A*. For making Britons laugh. *B*. For aiding British digestion, *via* laughter. *C*. For proving that humor in advertising may be made an unconquerable selling force.

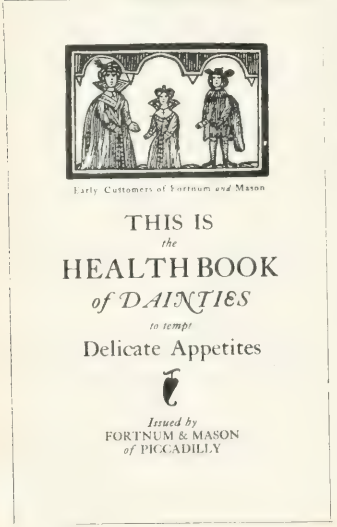
Those of you who have visited London, and your number is legion, have probably plastered your noses against the windows of Messrs. Fortnum & Mason's *de luxe* grocery establishment and longed to find in the restaurants some of the treasures displayed there.

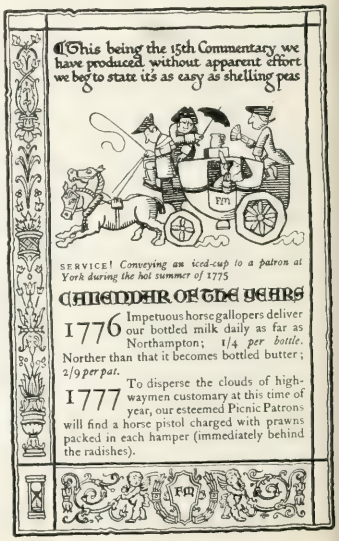
To those who do not know London, poor wretches, let me explain that Messrs. Fortnum & Mason are distinguished grocers of many years' standing, with much prestige and very impressive ways. Their house is situated in the choicest section of London's famous Piccadilly; sufficiently removed from the garish Piccadilly Circus, not too near the overpowering Royal Academy, yet within a short space of the Burlington Arcade and Old Bond Street. I might also mention that Messrs. Fortnum & Mason, grocers to generations of the Royal Family, had never been conscious of a need for the digestive element of humor in their polite announcements until a man of, then, no particular importance came along and made them laugh until their waistcoats shook.

And yet it was not the man but his work, for H. Stuart Menzies uses humor as a tool for carving out advertising. He seems to have an uncanny sense and understanding of the spirit of advertising—that subtle sense which constantly touches desire. He knows people do not really buy *things* but the sensations which satisfy.

Menzies adds a halo of divinity to a pickle, makes a ham a work of art, endows coffee with a soul, raises a tin of almost anything to the heights of craving.

Yet food is only a vehicle to him. He does that trick of arousing desire to possess with everything he undertakes.





Fifty Firms that Sell from House to House

By Wilford L. White

A SHORT time ago the names of fifty organizations purporting to sell from house to house were picked at random from among 824 display advertisements appearing in current issues of five magazines for salespeople. The names of four or five prominent companies were eliminated, because by their very size they lose some of the elements which would make them typical.

The fifty selected sold products whose nature can be roughly indicated by the following list: clothing, household goods, specialties, automobile specialties, kitchen utensils, jewelry, food products, toilet goods, office equipment, and advertising specialties; by far the largest group, twenty in all, sold clothing. Other typical products were pens, stroppers, automobile lights, window washers, flavoring preparations, china dishes, and confections. Such a list includes primarily consumers' goods, although some manufacturers of producers' goods seek distribution through this method. All types of consumers' goods are represented in this distribution; convenience and shopping goods as well as specialties.

Requests were mailed to each of the selected advertisers for additional information concerning his proposition. In the meantime the capitalization and credit rating of each, as given by Dun, were checked. Over half (29) were not rated; seventeen of them were not even listed. The other twelve were listed but not rated; for, according to Dun, "the absence of a rating, whether capital or credit, indicates those whose business and investments render it difficult to rate satisfactorily." The model group, containing five of the remaining twenty-one firms, showed a capitalization of $20,000 to $35,000. The other sixteen were rather evenly spread out; one with less than $500 capital and two with more than one million dollars.

Exactly one-half of the firms were given a credit rating, only one of which was marked "Limited."

The other twenty-four were equally divided between "High," "Good," and "Fair."

Within a very short time, forty-eight of the fifty had replied.

With two replies irrelevant to this particular study the literature of forty-six firms was available for examination, the results of which are assembled in this article.



Courtesy *Opportunist*

WHEN the salesman has persuaded the housewife to calm the spaniel and admit his sample case into the front parlor, the struggle of wills that takes place is but the climax of a similar situation between his company and himself. For house-to-house salesmen must first have been "sold" by their organizations, and the methods the latter employ are as varied as the offers they make

OFFERS CONTAINED IN ORIGINAL LETTERS

Send money for sample case at or below cost	19*
Send money for sample(s)	13
Send in order (no money requested)	12
Send in application blank for free sample outfit	2

*Or, in one case, pay $10 bond fee.

Although there were few offers which were identical, in general they tended to group themselves into a few well defined classes. Approximately two-thirds (32) solicited money, either for a sample case or for one or more samples. Those who desired the prospective agent to advance money for a sample case usually offered some such arrangement as did a company manufacturing ties, lingerie, and other articles of clothing: "A deposit of $10 is required which is refunded when the outfit is returned to us in good condition."

Another common method of considering this advance payment as a deposit was to explain in some such fashion as did this manufacturer of shoes, "This equipment is sent to the partner-representative, deposit on bond premium being in the amount of $2.50. Bond deposit to be refunded after you do $200 worth of business." It was customarily emphasized that the deposit on the sample case represented its cost or, in some instances, only a part of its cost to the manufacturer.

Many of the organizations selling small articles such as auto accessories, brushes, embossed stationery, fuse plugs, furniture polish, door mats, and arch supporters stated that they desired to have the inquirer send money for one or more samples which he could try out himself before he started to sell. In such cases they were offered at the regular agency discount and, in some instances, at special prices to

those who were considering the possibilities of an agency. Some concerns offered to refund the original payment upon receipt of orders for specified amounts of the goods. Many of these thirteen offers suggested the possibility that the manufacturer was trying to sell as many articles as possible with little thought for the establishment of agencies.

Over twenty per cent (twelve companies) felt that their original letter contained sufficient instructions to provide the "prospect" with all the information necessary prior to making sales. A few of them (three) provided swatches of cloth or other samples of no intrinsic value; the remainder included pictures of their products together with an explanation, in some instances, of how to apply or use them.

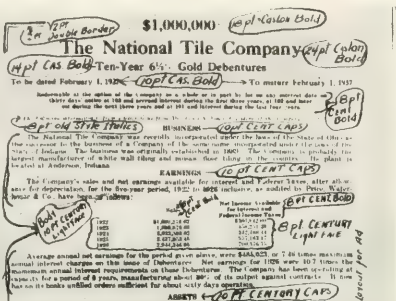
Of the companies which required the outright purchase or deposit for sample cases or samples, eighteen stated that they would be willing to refund the money advanced under certain conditions such as have already been suggested; nine made it clear that they would return the money at the request of the agent without any question. Only one company appeared, from its statements, unwilling to make any refund.

Out of the forty-six firms reporting, thirty-one specifically mentioned some type of product guarantee. "Satisfaction or your money back" proved to be the most common; eleven explaining that their products carried this unconditional guarantee. Seven firms stated that they

[CONTINUED ON PAGE 62]

Specifications by Telephoto

THE transmission of advertising matter by telephotography is not precisely a new feature in business. A number of complete insertions, copy and illustrations, have been sent from coast to coast and between intermediate points by this interesting process which utilizes the telephone lines. However, it may be of interest to note the most satisfactory method which has yet been devised for the handling of such matter in order that the receiver may have at once all the necessary data on which to proceed with the set up version of the advertisement.



Not long ago the N. W. Gates Company of Cleveland, Ohio, desired to announce in New York a new bond issue of The National Tile Company. Time limitations made even the aeroplane too slow a means of transmission of the necessary material. An all type set up was desired, so it might have been possible to send the copy by telegraph, but this method, while it has been used extensively, has never proved altogether satisfactory. Telephotography was decided upon and arrangements made with the American Telephone and Telegraph Company to transmit the complete advertisement at four-thirty in the afternoon in order to catch the morning newspaper editions. Two hours later all the material was in the hands of the New York *Times*.

The mechanical process by which the actual transmission is done has been described in detail elsewhere. Suffice it to say that the process is primarily photographic. The material is received as a photograph of set up original, but this photograph is much reduced in size. In a type layout particularly, this condition is highly confusing to the compositor who is obliged to make his set up from the photograph. In this particular case, the space required being 155 lines across four columns, it may be seen easily that the reduction was considerable. Punctuation, layout and style were faithfully reproduced, and the visualization was complete. But the type faces were all off size and the whole somewhat confusing to an uninstructed compositor.

This problem was solved very simply by marking the original set up with the necessary specifications in pen and ink. The result was that the whole, with markings and all, was ready for the compositor. The possibility of error was reduced to a minimum, and the newspaper on the receiving end was able to reproduce what amounted practically to an enlarged facsimile of the photograph—in short, an identical reproduction of the original advertisement as set up in Cleveland. Minor corrections were sent subsequently direct by telegraph.

This method of handling a new medium of communication is refreshing in its practical simplicity. It is significant mainly because it illustrates the important fact that telephotography has passed beyond the stage where it was to be considered more in the light of a stunt than of an advertising convenience for practical use in case of emergency. Here was a case where speed and accuracy were necessary. The established means of communication were insufficient to meet the unexpected demand, so this company resorted to a stunt. The result could not have been bettered and the time required was incredibly short, judged by existing standards. It is interesting to note that the advertisement, as inserted in the *Times*, bore no mention of the sensational mode of its transmission. Both the advertiser and the newspaper had accepted the new method as simply another advertising convenience and were willing to value it intrinsically as such.

This telephotographic process is not to be confused with the process by which photographs are transmitted by radio. Not only is the medium of transmission different, but the process hinges on a rather different principle. Each has its own particular uses and, while they have been used in conjunction to supplement one another, the results obtained are not quite the same. In this age of revolutionary progress the forward-looking advertiser might do well to familiarize himself with the various ramifications of both.

Marlboro Makes a Direct Appeal

ONE of the most important trends in the advertising business today is the opening up of the feminine cigarette market. This great market, which has been estimated to have a present actual value of more than $103,000,000, has been withheld from the manufacturer in the past by the hard-dying prejudice against women smokers which has automatically commanded the advertiser's wholesome fear of arousing the wrath of nation-wide reform organizations. As a result, the invasion by the advertisers has been cautious and carefully planned at every step. This situation was discussed in greater detail by Oscar Williamson in his article, "An Inhibition Versus a Market," in the January 26 issue of ADVERTISING & SELLING.

Marlboro was one of the first brands to make a deliberate and systematic endeavor to win over the female smoker. By opportune and judicious use of the back cover of *Bon Ton*, strictly a woman's publication, this company was able actually to picture a woman in the act of smoking, probably being the first manufacturer to go that far, at least in a wide circulation medium. This, however, was a step only incidental to the main campaign which took the form of a series of single column insertions in a wide list of magazines and newspapers—a series that attracted wide attention, not only because of the sensational nature of its theme, but as well for the excellence of its execution.

Now Marlboro has taken the next logical step. In the new campaign, appearing in the April issues of a number of the leading general and women's magazines, direct appeal is made to the ladies, both in illustration and copy. The first insertion is reproduced on this page.

The copy appeal is carefully worded in the first paragraph to give a minimum of offense to those conscientious objectors who still remain among us. The fact that some women smoke is taken for granted, but it is not over-emphasized. "Women—when they smoke at all—quickly develop discerning taste." The second paragraph inserts the quality appeal of Marlboro with a smooth delicacy: "That is why Marlboros now ride in so many limousines, attend so many bridge parties, repose in so many hand bags." The selling copy stops right there. It remains only to register the slogan, "Mild as May"; admirably calculated to tie up with that same appeal.



A number of interesting reasons lie behind this step. The advertising world has watched with keen interest the progress of the Marlboro "hand" series. Many speculated upon its outcome and watched with anticipation for the expected outburst from the reformers. But so far as anyone could observe, nothing of a very startling nature came to pass. The campaign was uninterrupted and sales continued to mount. This much was encouraging so far as it went.

BUT in the advertising offices of Philip Morris & Company, Ltd., much more encouraging and significant events were transpiring. The advertisements were receiving responses, and the responses were invariably favorable. Not many persons are accustomed to writing unsolicited letters to advertisers, but in this case a number of people, most of them women, took the trouble to inform the advertiser that they approved of and sympathized with what he was doing. A further check on public interest was provided by a short postscript to each advertisement, in small type, offering free upon request the new Marlboro bridge score. This score is attractively got up and eminently practical, designed to have particular appeal to the feminine follower of the game. It was not featured in the insertions, the note of its existence being merely tacked on almost as an afterthought. Yet requests for these scores have been pouring in at an average of fifty a day. And in all of this response there has not been a single note that was disparaging or unfavorable in any way.

Another indication of the direction in which the wind of popular sentiment seems to be blowing is supplied by the recent action of the *Pictorial Review*. This publication, in common with most of the other mass circulation women's magazines, has consistently refused to accept the advertising of the tobacco companies. At a recent meeting of the board, however, this policy was thrown into the discard and the announcement was made that, commencing with the May, 1927, issue, the advertisements of the cigarette makers will be welcomed by their publication.

So Marlboro has broken new ground. And in so doing it has inaugurated what is probably one of the most significant individual advertising developments in several years.

TO GET THE TRAINS THROUGH . . . SWIFTLY, SAFELY, AND ON TIME



A hundred miles ahead the engine for the coming of a swift train . . . stepping point . . . a trained crew is ready to receive it, to go over it, as the Broadway Limited leaves New York and Chicago. Track . . . with furnishings . . . are so speed it an edge with the utmost security

When the great Limited pauses in its flight

Over it · · · under it · · · through it · · · skilled inspectors move quickly, quietly, testing every vital part.

YOU have probably seen them as you strolled on the platform at some stop along the way. A group of intent, unhurried men moved easily, bending low as they swept over the running gear of your train with quiet, professional touch.

Unglossed hand-pressed to the journal box for an instant, testing its temperature, an experienced glance at the packing of each bearing, on every wheel careful tests which tell the trained man almost as much as the X-ray could.

And other men whom you probably did not see were testing water supply, lights, couplings, and a dozen hidden things.

Then at the stroke of departure, you climbed back on board again, possibly to find far ahead at the next stopping point another group of men were on watch for you, to go over it with similar care, and again, and again, until it brought you safely to your destination.

Day and night these inspectors are on duty at every terminal, at every division point on the Pennsylvania Railroad.

Almost before your train has come to a stop, they are at their posts, testing, examining, going over every detail of equipment that makes your journey safe, swift, and comfortable.

6 Famous Trains

Broadway Limited
New York and Chicago—20 hours

The American
St. Louis and New York—24 hours

Liberty Limited
Chicago and Washington—19 hours

Congressional Limited
Washington and New York—4½ hours

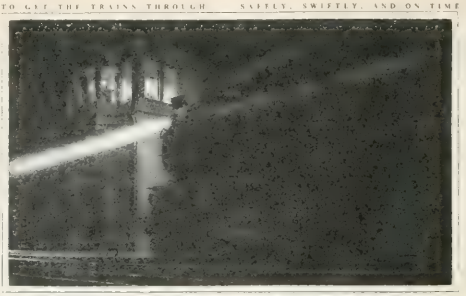
The Red Arrow
Detroit, Toledo and the East

Cincinnati Limited
Cincinnati and New York—18 hours

Carries more passengers, hauls more freight than any other railroad in America

PENNSYLVANIA RAILROAD

TO GET THE TRAINS THROUGH . . . SAFELY, SWIFTLY, AND ON TIME



AT INTERVALS of a few miles down the entire Pennsylvania Railroad these block towers stand like sentries on guard to protect the passing trains. Connected by a marvelous "nerve system" of telephone and telegraph, operators in these towers prepare the way for miles ahead of each train, setting the switches and lights, regulating in and out, providing an additional check on the accurate automatic machinery of the railroad.

Skilled operators in a thousand towers guide these swift trains

FROM TOWER TO TOWER the signal is flashed, miles ahead of the speeding train . . . "Clear the way for 28."

The Broadway Limited is coming through the night.

In each tower in turn the operator repeats the order into the telephone from which it has come.

Small indicating lights in the block tower and clear lights over the track, show that the way is clear.

A click of tiny levers. Half a mile away the switch swings into place—the signal sets.

Minutes of silence. Then far away in the distance a dim murmur grows quickly, swells to thunder. The black bulk of the locomotive rushes past, windows of luxurious cars glitter warmly . . . "Clear the way for 28." The signal flashes on, often a hundred miles ahead, and the Broadway Limited speeds into the night, guided by a thousand unseen hands.

PILOTS of the Pennsylvania's fleet of 4700 daily trains—so these operators and levermen might be called. Day and night they are at their posts, a living chain from one end of the railroad to the other, linked together by the largest private system of communication in the world. From tower to tower they pass the great trains, guiding them swiftly, safely through the long network of shining rails.

Leaders of the largest fleet of trains in America

Broadway Limited
New York and Chicago—20 hours

The American
St. Louis and New York—24 hours

Liberty Limited
Chicago and Washington—19 hours

Congressional Limited
Washington and New York—4½ hours

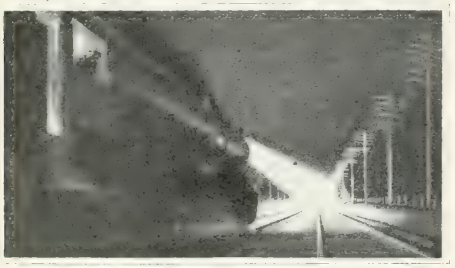
The Red Arrow
Detroit, Toledo and the East

Cincinnati Limited
Cincinnati and New York—18 hours

Carries more passengers, hauls more freight than any other railroad in America

PENNSYLVANIA RAILROAD

TO GET THE TRAINS THROUGH . . . SWIFTLY, SAFELY, AND ON TIME



The Pennsylvania Railroad has a telephone communication system . . . the largest private system of its kind in the world. The . . . keep hundreds of miles of wire along the right of way are the Pennsylvania's own apparatus . . . used exclusively by the railroad and telephone and telegraph . . . wire permanents for the conduct of its operations.

A Hundred Miles Ahead

they prepare for the coming of these swift trains

ONE AFTER ANOTHER the trains rush through the night . . .

And as each one speeds on its way, the men of the Pennsylvania Railroad system begin to watch for its return. Though it may be a hundred miles or more before it reaches its home terminal, a thousand men are ready to stand by . . .

"The Broadway Limited is coming!" And in a few minutes more, though a man is stationed hundreds of miles from home, he will take the throttle of the Broadway as it speeds over the next division . . .

"The Broadway is coming." In a small house three miles out the signal is given. Instantly the switches are locked in a waiting position . . .

"The Broadway is coming." The signal flashes from tower to tower . . . miles ahead of the speeding train . . . switches click into place, signal lights are set. And the Broadway Limited thunders on its way, guided guarded by a thousand Pennsylvania men.

THE "nerve system" of the Pennsylvania—so might be called the huge spiderweb of wires and conduits that protect every train possible . . .

It is the largest private telegraph and telephone system in the world. As much of the Pennsylvania's 6,000 miles of track leaves its terminal, a flow of signals speeds before it, often far ahead to the end of the next division . . .

Thousands of men . . . in the control of the thousands of trains and engines who operate over Pennsylvania's system of communication . . . for uninterrupted service on the most heavily traveled railroad in the world . . . to get you and the trains through on time, and on time . . .

6 Famous Trains

Broadway Limited
New York and Chicago—20 hours

The American
St. Louis and New York—24 hours

Liberty Limited
Chicago and Washington—19 hours

Congressional Limited
Washington and New York—4½ hours

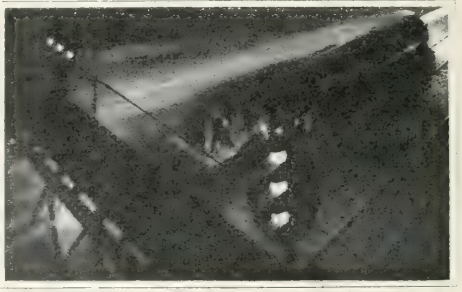
The Red Arrow
Detroit, Toledo and the East

Cincinnati Limited
Cincinnati and New York—18 hours

Carries more passengers, hauls more freight than any other railroad in America

PENNSYLVANIA RAILROAD

TO GET THE TRAINS THROUGH . . . SAFELY, SWIFTLY, AND ON TIME



Invariably accurate, these Pennsylvania signal lights tell the engineer about the track for miles ahead. Uniquely designed to penetrate fog or snow, they burn night and day, assuring the greatest accuracy and security on all trains operated by signal engineers.

As the Great Limited speeds through the night

A thousand signal lights . . . a thousand unseen human eyes . . . watch over its swift flight.

YOUR conductor and brakeman, sometimes even the engineer and fireman of your train—these you see and come to know.

But out in the night that flows by the windows of your speeding train, there is an army of men you seldom see, watching over your swift flight, playing a vital part in the comfort and security of your journey.

They are everywhere along your route: skilled operators in a thousand towers, guiding your train through the miles of tracks and switches; dispatchers or each divisional headquarters carefully tracing your progress; skilled inspectors swarming you at every stopping point; track walkers, levermen, relief crews.

And aiding them, supplying additional check on human decisions, there is a system of uncannily accurate mechanical devices, the largest private telephone and telegraph system in the world, endless lights of the latest design, automatic block machinery and signaling apparatus.

Over two billion dollars have been invested in the huge transportation machinery of the Pennsylvania, over 200 miles of it a thousand different jobs, devote their lives to it. And the object of it all, the final objective of every man, is to get the trains through safely, swiftly, and on time.

Leaders of the Largest Fleet of Trains in America

Broadway Limited
New York and Chicago—20 hours

The American
St. Louis and New York—24 hours

Liberty Limited
Chicago and Washington—19 hours

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The Red Arrow
Detroit, Toledo and the East

Cincinnati Limited
Cincinnati and New York—18 hours

Carries more passengers, hauls more freight than any other railroad in America

PENNSYLVANIA RAILROAD

THE harsh clang of the firing door, the moment's red glare, and then the long line of lighted windows, all the elements that go to make up the always strangely exciting scene of a fast train passing in the night have been well combined in the illustrations and copy of this series. And the stress is not laid, as is customary, on the luxury and speed of the express—not that those desirable assets have been totally neglected—but on the vigilance behind them, on the endless details of organization and mechanics that attract every man and on the consequent assurance of safety that appeals to every woman

The Business of Being an Advertising Manager—II

The Advertising Manager's Attitude

His Relations with His Company and Its Agency

By James M. Campbell

IN the business of being an advertising manager contacts play a tremendously important part. By "contacts" I mean the relationships one maintains continuously, or almost continuously, with one's associates, one's superiors, and one's helpers, as well as the more or less casual relationships one has with sellers of advertising and with the advertising agency which has been retained by the company.

Let us consider these, one by one.

One's associates: It is not particularly to the credit of an advertising manager to have it said of him that "He gets along well with his associates." He must do that if he is to get along at all. Whether or not he does that will depend, almost entirely, on *his attitude toward them.* If he is quick to take offense, is unwilling to listen to suggestions, chafes under criticism—no matter whether it be constructive or destructive—and is incapable of realizing that the "other fellow" is as much entitled to his opinion as anybody else, he will have trouble, and a lot of it.

Advertising, please remember, is not an exact science. There are many things about advertising which are no longer debatable. There are just as many more regarding which there is room for honest difference of opinion. Equally true is it that every once in so often a man who does not know a thing about advertising gives birth to an exceptionally valuable advertising idea. It is for that reason that I urge the man who wishes to succeed as an advertising manager to be openminded. You never can tell who will give you a thought that is more valuable than pearls and rubies. Many years ago, aboard a train en route from Denver to Chicago, a man whose name I never knew gave me an idea that revolutionized summer travel to Colorado. When, next day, I submitted it to my chief, he gasped, "Why the devil did we never think of that?" he asked. The fact remains that we never had.

The comparison may be far-fetched, but is it not true that men are a good deal like radio receivers? Some of us have our wires up and in good working order. Furthermore, our minds have an unusual degree of receptivity. Results are what might be expected—we "get" what comes our way. Not only that, but the mere fact that we are receptive makes it a certainty that ideas and suggestions will continue to come our way.

I WISH I could repeat, verbatim, something which Ben Franklin wrote, a hundred years and more ago, about this matter of gaining and holding the good will of one's associates. It was to this effect—I quote from memory: "When I have in mind something which I wish done and in the doing of which the approval of others is necessary, I follow a practice which I have found to be justified by results. I do not tell my associates that the thought I have in mind is the only possible solution of the problem which we have come together to solve. I begin by saying that the problem is a serious one, that we are all equally interested in solving it, that it has unquestionably been given careful consideration by everyone present, and that there is every reason to believe that more than one of the gentlemen in the room has the answer to it. Then, modestly and hesitatingly, I put my ideas into words."

Now you know why Franklin was sent to France as ambassador and minister-plenipotentiary. Of all men of his day he understood best how to get his way, and it is by being "modest and hesitating," not by pounding the table or shouting until the windows rattled.

One's superiors: I shall not go into this subject at length. All I shall say is that I have never met an employer who was not glad to receive constructive suggestions; nor have I met one who failed to show his appreciation of good work. The burden that rests on the shoulders of most executives is a heavy one; and any man, be he advertising manager or night watchman, who performs his duties in a way which relieves his chief of the necessity of worrying about him, will get his reward.

One's helper: Many a man has failed to advance because there was "no one who could take his place." That is something which the man who would succeed in the business of being an advertising manager will do well to remember—the door to promotion will be closed to him if there is no one who can fill his chair. That means that the man who looks forward to being more than an advertising manager should have, as his assistant, a man who can step into his shoes if and when he steps out of them.

Most advertising managers hope, some day, to become sales managers. An entirely worthy ambition! But they should realize that they cannot expect to be made sales manager if, in the organization, there is no one who can take over their work.

THE reader may have noticed that, in these articles, I have stressed the importance of being openminded. Openmindedness works both ways. Not only should the advertising manager feel free to make suggestions to his associates and superiors; he should also be willing to receive them from his helpers. One never knows from what source ideas will come.

Ideas and suggestions should move toward the advertising manager as particles of steel move toward a magnet. And they will, if he plays the

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Where Do We Go from Here?

An Inquiry Concerning the Next Step in Advertising

By Kenneth Groesbeck

President, Groesbeck-Hearn, Inc., New York

NOW that it is all settled that the saturation point arrives in the automobile business during the coming season, and that thereafter the industry can count on four million cars a year, take it or leave it, how about the saturation point in advertising?

That is, not a saturation point in the *extent* of advertising; no one has fixed that limit. But a saturation point in interest and effectiveness; a point at which practically all the advertisers do efficient work in presentation; a point at which the great majority of all the advertisements in a publication are interesting, well illustrated, well set, legible, inviting. Where do we go from there?

This is no mere academic problem. The time of general efficiency is arriving fast, now that so large a proportion of all advertising is the work of highly developed and trained advertising specialists, whose bread and butter depend upon their keeping up in the race. The time was when there were "one or two really good advertisements" in an issue of a publication. But the Harvard Award Committee must have had several truck loads of "good" advertising this year!

One thing is certain. We do go somewhere from here in advertising. There is no likelihood that the "profession" will stop at what we may call "universal proficiency." After we all reach that stage, then come outstanding performance and the development of something which is worth watching for.

The phenomenon of outstanding performance coming after universal adequacy is a characteristic of all progress in the "human relationship" fields, contrasted with those concerned only with facts. Advertising is particularly in such a field. Its progress rests entirely upon an increasing knowledge of the reactions of the human mind.

Literature, a very similar activity, has had this type of development over a period of several thousand years. The only reason the analogy between the two fields is not more



immediately evident is that literature has grown up, and we take it as we find it, while advertising is still a baby and changing into what we make it from day to day.

Long before the grandfathers of any of us were born, literature had gone through the experimental stages and had settled down to the conclusion that there are certain fundamental human activities of interest to people, and that literary success lies in understanding these activities, in knowing how people behave while performing them and in either inventing or retelling stories that human beings will like to read. Why do they like to read them? Because they gratify some desire, appeal to some emotion, either conscious or subconscious, in the reader's mind.

THE raw materials of a great story—of a great newspaper article—of a great biography—of a great poem—are very simple. They are the fundamental human feelings and the acts that grow out of them. Tie them together with skillful words so that they are easily read and easily understood, let no confusion or irrelevance interfere with their striking through to the mind of the reader, and their effect is invariable, automatic and universal.

Literature went through hundreds of years of experiment with decoration, with artificiality, with attention to the manner rather than to the matter. It went through the stage we have called "universal adequacy," in which everyone who could write at all could use all the tricks of the trade, and the writers who attracted the most attention were the ones who put on the cleverest variations. But having passed through this, it settled down to genuine performance in which only writers with something to say stood out from the crowd.

Has anything attained real permanence in literature which depended on manner rather than on matter?

Call to mind briefly some of the things that have lived. The Iliad and the Odyssey. The Bible. Shakespeare. Addison and Steele (their accounts of contemporary life only). "Robinson Crusoe," "Uncle Tom's Cabin" (next to the Bible, the best seller of the world). Are these things decorated? Clever? Mannered? No. They are simply human life in vital activity, presented with stark clarity.

IN architecture, methods and treatments survive that serve a useful purpose; not those that are most ingenious. We still build cathedrals in the Gothic manner because no other form has been developed which at one time combines room for large assemblies together with the effect of height and distance most in accord with religious feeling.

In painting, that which lives and represents the true growth of the art is not the bizarre, the unusual, the tricky, but that which best represents to the greatest number of people either reality or the beauty that the eye wishes to see in the form of landscape or color.

Accordingly, all human activity which rests its success on acceptance by other human beings may be said to go through competitive periods of experimentation, usually lasting for hundreds of years, and then to settle

[CONTINUED ON PAGE 40]

THE · EDITORIAL · PAGE

The Chain Extends Its Territory

MOST of us when we think of chain stores think in terms of five-and-ten-cent stores, drug, restaurant or grocery chains. We are usually quite ignorant of the extent to which the chain idea has penetrated into other fields.

New figures recently compiled indicate that there are 210 separate chains in the dry goods and department store field alone, with 2294 unit stores. There are 295 separate chains in women's wear, with 2434 unit stores. There are 56 separate chains in the millinery field, with 880 unit stores. There are 89 separate shoe chains, with 847 unit stores. There are 193 separate men's wear chains, with 1468 unit stores.

The fact came out recently that the J. C. Penney chain, which most of us living in large cities never have seen, showed the greatest gain in 1926. The Penney chain is in the field of dry goods and notions.

It is well to have a correct perspective on the chain situation and think in terms of all the fields rapidly becoming "chained," instead of only a typical few.

Many people would like to know how many five-and-ten-cent chains there are, and may be surprised to learn that there are only 3783 unit stores, operated by 58 separate chains. This is only a third more than the number of women's wear chain units, which are far less known.

Enthusiasm Is Half of Advertising

A NEW YORK advertising agent had a feeling that one of his accounts was slipping and, not knowing why, decided to make a personal investigation. He spent several days quietly looking around the advertiser's offices, factory and sample rooms, and talking to his executives, salesmen and customers.

When the agent thought he had the explanation, he went to the advertiser and said: "For some time I've noticed that you have been dissatisfied with your advertising. You feel that it is not bringing you the results that it used to. Well, I'll admit that it isn't, but it is your own fault. Your advertising is not pulling for the simple reason that you have lost your enthusiasm.

"You used to keep current advertisements posted on the bulletin boards in your sample rooms. I find that the copy on those bulletins hasn't been changed in nearly a year. Advertising hasn't even been mentioned in your sales letters in six months. You had a convention of your salesmen last month. Not a word was said about advertising. You have stopped including a display piece in your shipments. Both your salesmen and your business paper advertisements no longer feature advertising as a dealer argument. Because of your silence in this respect many of your dealers think that you have stopped advertising."

The result of the discussion was that the advertiser admitted that he had grown careless. He began to "pep up" his organization. Presently the old enthusiasm was restored, and today the advertising is going over as well as it ever did.

The loss of enthusiasm is a common cause of advertising failures. Many an otherwise powerful campaign has petered out because it was not backed with enthusiasm. On the other hand, the country's most successful advertisers are noted for the enthusiasm that they throw behind their campaigns.

Wrigley, Victor, Procter & Gamble, Willys, Postum Cereal Company, Royal Baking Powder Company and many others in the same category are today as enthusiastic about their advertising as they were when they first started.

Victory for Clean Advertising

IT would have been a sorry day for the cause of clean advertising had not Supreme Court Justice Stephens upheld the right of *The Rochester Times-Union* to refuse to carry out the contract of an advertiser who insisted on making statements in its advertisements that the publisher of the paper knew to be untrue.

Publishers must always have the right to refuse the advertising of advertisers, no matter how tight their contract, who will not submit to honest censorship.

Honesty in Space Buying

WE desire to register a protest against the growing habit among advertising managers and agency space buyers of requesting publication representatives to put their story in writing.

"Write me a letter about it" is all too often merely used as an easy and painless method of getting rid of the representative, and it is not fair to him when so used, for it puts upon him a heavy burden of correspondence and it robs him of an opportunity to use his best judgment in presenting his proposition in the light of facts that may develop during even a brief conversation with a prospective customer.

Granting that representatives take too much time, and granting that it is a problem to get rid of them on occasion, it is fairer to be honest and say frankly—and firmly—that the publication or proposition is not interesting, for the moment at least, and that you must ask to be excused from devoting any time to it.

If, after that, the salesman is so sure that you would be interested if you but knew certain facts, or looked at his publication or proposition from a certain angle, then he may on his own initiative write, setting forth these facts or viewpoints, and ask for an appointment for further discussion.

But the writing should represent his own faith rather than an easing out of the office by a man who lacks the ordinary business skill or consideration to dismiss a caller in a clean-cut way.

The waste of time and energy resulting from this lack of skill or honesty on the part of buyers represents a very large share of the high cost of selling, and therefore of the cost of the products or space or services sold.

Farm People a Receptive Market During 1927

A Reduction in Mail Order Business Frequently Means an Increase in Dealer Business

By T. W. LeQuatte

Advertising Manager, *Farm Life*, Spencer, Indiana

IF the article by Harry Varley, "Look for this 'Red Flag,'" in the Feb. 23 issue of ADVERTISING & SELLING serves to guide advertisers, there is likely to be, in the next year, a reduction in advertising lineage because in the past year there has been a reduction in mail order lineage.

Advertisers who study some other elements involved in this situation may, however, read into it a different interpretation from the one given by Mr. Varley.

At the beginning of the slump following the boom period after the war, I sent a general letter to advertisers and agents in which I predicted that mail order houses would immediately begin to show an increase in business and that the capital stock of mail order houses would very greatly increase in value.

I based this prediction on the fact that dealers and jobbers generally were not only loaded but overloaded with high priced merchandise.

This merchandise had been bought on a rising market under conditions which seemed to make it advisable for dealers to order two or three times their normal requirements in order that they might get deliveries that would take care of their needs. They were bought at what were practically the peak prices.

Many manufacturers who had bought raw materials at peak prices and had contracted for labor on a high wage scale felt that it was necessary, as a matter of self-preservation, for them to insist that jobbers and dealers accept the merchandise they had ordered. They knew it would cause a hardship to the jobbers and dealers, but they were faced with serious financial consequences if they could not unload the merchandise at contract prices.

In the final adjustment most of this merchandise was left on the hands of dealers. If these dealers had undertaken to cut the price of their merchandise to meet the deflation in the price of farm products, a large percentage of them would have been bankrupt. A jobber in one of the best agricultural States of the Union told me at that time that not less than seventy-five per cent of the dealers in his line would be forced out of business if they were compelled to liquidate their stocks on a deflated price that would meet the deflated price for farm products.

The farmer was facing exactly the same kind of a problem, except that he was not able to fix his own price and hold his merchandise until the consumers accepted it.

Having been forced into deflation, he resented the fact that merchants had not also been forced to deflate. He showed his resentment by refusing to buy from the merchant except as absolute necessity required.

As a result of that condition it took merchants who sold to farmers several years to clean out their old high-priced stock and to make room for new stock bought on a falling market.

During this period these dealers were, to a very considerable extent, taken out of the market as purchasers. Manufacturers who had been supplying their needs lacked an outlet for the greatly increased production capacity which had developed during the war.

Under these circumstances men in the mail

[CONTINUED ON PAGE 51]



THE farmer is an important, and often a somewhat enigmatic, figure to many politicians, manufacturers and merchandisers alike. It should be of no little interest to all—though especially to the last two—to learn that with some of his obligations liquidated there are indications that he will become in 1927 the most receptive "prospect" he has been for some years

BRUCE BARTON ROY S. DURSTINE ALEX F. OSBORN

Barton, Durstine & Osborn

INCORPORATED

AN advertising agency of about one hundred and ninety people among whom are these account executives and department heads

Mary L. Alexander
Joseph Alger
John D. Anderson
Kenneth Andrews
J. A. Archbald, jr.
R. P. Bagg
W. R. Baker, jr.
F. T. Baldwin
Bruce Barton
Robert Barton
Carl Burger
H. G. Canda
A. D. Chiquoine, jr.
Margaret Crane
Thoreau Cronyn
J. Davis Danforth
Webster David
C. L. Davis
Rowland Davis
Ernest Donohue
B. C. Duffy
Roy S. Durstine
Harriet Elias
George O. Everett
G. G. Flory
K. D. Frankenstein
R. C. Gellert
B. E. Giffen
Geo. F. Gouge
Louis F. Grant
Gilson B. Gray
E. Dorothy Greig
Girard Hammond

Mabel P. Hanford
Chester E. Haring
F. W. Hatch
Boynton Hayward
Roland Hintermeister
P. M. Hollister
F. G. Hubbard
Matthew Hufnagel
Gustave E. Hult
S. P. Irvin
Charles D. Kaiser
R. N. King
D. P. Kingston
Wm. C. Magee
Carolyn T. March
Elmer Mason
Frank J. McCullough
Frank W. McGuirk
Allyn B. McIntire
Walter G. Miller
Alex F. Osborn
Leslie S. Pearl
T. Arnold Rau
Paul J. Senft
Irene Smith
J. Burton Stevens
William M. Strong
A. A. Trenchard
Charles Wadsworth
D. B. Wheeler
George W. Winter
C. S. Woolley
J. H. Wright

NEW YORK
383 MADISON AVENUE

BOSTON
30 NEWBURY STREET

BUFFALO
220 DELAWARE AVENUE

Member American Association of Advertising Agencies
Member Audit Bureau of Circulations
Member National Outdoor Advertising Bureau

"Your Wants"

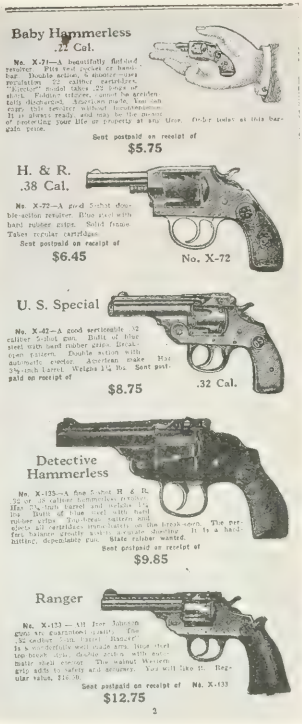
What You Want Them for Is Your Own Business

FREQUENTLY there is a liberal education to be had from a perusal of the pages of a mail order catalogue. For instance, there comes to hand a compact little booklet from a firm in Chicago, entitled simply "Your Wants." The writer of this was apparently a person of rare sagacity, for it is dedicated with a quotation attributed to Kenyon as follows: "Life is short at best. Enjoy those things you can afford, and help others do likewise. This is the true recipe to happiness, and to getting the best out of life."

While still basking in the warmth of this noble sentiment you turn to page one and make the rather startling discovery that the first of "Your Wants" is nothing more nor less than "The Ortgie 25. No. X-481." The copy follows: "Here's a high grade .25 Cal. Automatic Pistol that is just as finely built as the Mauser or Luger, and is also the best looking arm made," etc., etc. Ortgie's portrait is shown in halftone and you are further informed that this $15 value will be "sent prepaid on receipt of $9.95."

Perhaps you may be wondering exactly why your most immediate want should take this particular form. Well, possibly you may get a hint from the copy for your next want, a "Colt .32 De Luxe Automatic in Silk Lined Gift Case." It, you are informed, "At ten yards will shoot through 4½ inches of hard pine." Furthermore, it "makes a highly appreciated protection for the American citizen."

Further protection for the home is offered on six straight pages of revolvers and automatics, ranging from the "Baby Hammerless" at $5.75 to the Smith & Wesson ".44 Special Model" at $36.75. There is a fairly comprehensive list of Colts and some of the best of S. & W. arms; also an intriguing conglomeration of automatic pistols of every caliber and description, climaxing triumphantly with "The Princeps," which is gold plated, although it will only shoot through four inches of hard pine at ten yards, in contrast to the previously discussed Colt. This beautiful six-page continuity is interrupted only by the two pages of assorted shotguns, a Stevens .22 rifle and a Daisy Air Rifle.



But perhaps your wants are too intricate to be filled satisfactorily by such conventional firearms as these. In that case you are offered a novel little contrivance which combines the virtues of the knife and the pistol, retaining, you might say, the best features of each. This is "The Huntsman, No. X-89," and may be obtained for the trifling sum of $4.45, prepaid. It shoots .22 cartridges and is absolutely safe. The copy does not state how many inches of hard pine it will shoot through at ten yards, but that is probably quite sufficient if one has an irresistible desire to shoot through hard pine. Or there is X-1572 at $9.75, which is a combined revolver and flashlight, carrying seven .22 cartridges and throwing a beam of light 300 feet. "Every household should own one—and every man or woman who is exposed to danger at night."

If you need something less noisy and at the same time highly effective, a limited but select line of blackjacks is offered at nominal prices. Specially recommended are No. X-57, ten inches long and ten ounces in weight, and No. X-56, rawhide, nine inches and eight ounces.

Each is nicely weighted and boasts a spring handle, and they may be had at prices of $1.90 and $1.25 respectively.

It should not be assumed from this cursory treatment that this particular house places any narrow limit upon your potential wants. To accommodate any artillery purchased, one should have the wherewithal to carry it. For this purpose is offered a fine selection of holsters of one sort or another, the outstanding member being No. X-182-183, the "Quick Action" shoulder or armpit holster which permits the gun to be carried under the coat without making a bulge, and is so constructed that the weapon is held in place by a strong clasp and may be unlimbered with one quick jerk. Further accessories are offered in the form of a high class police whistle, handcuffs (Bean's extra-heavy 1923 new improved), handcuff twisters (or "come-alongs"), and two very neat imitation police badges (No. X-415 is particularly attractive because it is made to order and will be worded to comply with the most fastidious desire).

All the items offered, however, are not quite so violent in appeal. There are, for instance, some very nice master keys which will unlock practically any lock in existence. These are sold in a set for $1 and possess a wide variety of quaint uses. "Their real value," the copy tells us, "lies in the fact that they test and tell you instantly if your locks are burglar-proof." That, certainly, is something well worth knowing.

If you are addicted to parlor tricks and other innocent pastimes, "Magic Cards," No. X-103, are supplied in six attractive styles. The copy tells you that "these genuine Bicycle cards are for exhibition use. The backs can be easily read after a little practice. The key furnished with each deck shows the variation in the back of each card by which the observer who knows the secret

[CONTINUED ON PAGE 71]



Spending Money Today in Order to Save Money Tomorrow

ABOUT four years ago the steam railways started actively to "spend money today to save money tomorrow." This policy which has proven so profitable to the railways is in a measure responsible for their large annual purchases in recent years. Every indication points to a continuation of large purchases of railway equipment and materials during the present year.

The five departmental publications which comprise *The Railway Service Unit* can aid you materially in reaching this important market. These publications select the railway men you want to reach for each one is devoted exclusively to the interests of one of the five branches of railway service.

Our Research Department will be glad to cooperate with you in determining your railway market and the particular men who specify and influence the purchases of your railway products.

Simmons-Boardman Publishing Co., 30 Church St., New York

"The House of Transportation"

Chicago: 608 S. Dearborn St. Cleveland: 6007 Euclid Ave. Mandeville, La.
Washington: 17th and H Sts., N. W. San Francisco: 74 New Montgomery St.
London: 34 Victoria St., S. W. 1

The Railway Service Unit

A.B.C. *Railway Age, Railway Mechanical Engineer, Railway Electrical Engineer Railway Engineering and Maintenance, Railway Signaling* A.B.P.

Bureau of Advertising Estimates 1926 Newspaper Expenditures

STARTING with the year 1923, the Bureau of Advertising of the American Newspaper Publishers Association undertook the huge task of determining, insofar as possible, the amount of money spent in newspapers by national advertisers. Their progress along this line has been reassuringly steady. In that first year the Bureau was able to publish accurately the expenditures of sixty-two large advertisers, but for 1926, only three years later, this list has grown to include the figures for no less than 309 concerns, each spending $50,000 or more.

This list is partial at best. It is known that there are actually more than 3500 national advertisers using the newspapers and spending therein a total of about $235,000,000, of which the 309 firms listed represent only $100,317,000. The Bureau is careful to emphasize the fact that their list should not be referred to as "leading advertisers." Many, if not most, of the leaders are included therein, but the figures of only a relatively small percentage of the total list were available. Therefore, while many omissions will be noted in the accompanying tabulation, it represents an extremely thorough and praiseworthy accomplishment, admirably calculated to aid in bringing out concrete facts such as advertising needs in its upward progress.

The complete list of 1926 estimates follows:

A. B. Stove Co.	$75,000
All Year Club of Southern California	235,000
Aluminum Cooking Utensil Co.	216,000
Ambassador Hotel System	90,000
American Cigar Co.	350,000
American Cranberry Exchange	130,000
American Lead Pencil Co.	100,000
American Nokol Co.	*125,000
American Radiator Co.	175,000
American Sugar Refining Co.	85,000
American Tobacco Co.	2,435,000
Andrea, F. A. D., Inc.	150,000
Anheuser-Busch, Inc.	300,000
Ansco Photo. Products	50,000
Armour & Co.	500,000
Armstrong Cork Co.	460,000
Associated Salmon Packers, Inc.	250,000
Atchison, Topeka & Santa Fe R. R.	485,000
Atlantic Refining Co.	200,000
Atwater Kent Manufacturing Work	450,000
Auto Strop Safety Razor Co.	550,000
Babbitt, B. T., Inc.	85,000
Baltimore & Ohio R. R. Co.	250,000
Bank of Italy	150,000
Barrett Co.	100,000
Bauer & Black	150,000
Bayer Co.	1,000,000
Bayuk Cigars, Inc.	170,000
Beaver Products Co., Inc.	70,000
Beech-Nut Packing Co.	50,000
Bennett, F. H., Biscuit Co.	100,000
Best Foods, Inc.	100,000
Blosser Co.	65,000
Bohn Refrigerator Co.	60,000
Borden Co.	370,000
Boston & Maine R. R.	57,000
Bowman Hotels	75,000
Brandes, C. Inc.	90,000
Brunswick-Balke-Collender Co.	310,000
Buick Motor Car Co.	*1,000,000
Cadillac Motor Car Co.	800,000
Caldwell & Co.	60,000
California Fruit Growers Exchange	216,000
Calumet Baking Powder Co.	1,300,000
Campbell Soup Co.	83,000
Canada Dry Ginger Ale, Inc.	900,000
Canada Steamship Lines	100,000
Cantilever Corp.	100,000
Carnation Milk Products Co.	85,000
Celotex Co.	310,000
Champion Spark Plug Co.	100,000
Check-Neal Coffee Co.	300,000
Chevrolet Motor Co.	*3,122,000
Chicago, Burlington & Quincy R. R.	340,000
Chicago, Indianapolis & Louisville R. R.	50,000
Chicago, Milwaukee & St. Paul R. R.	200,000
Chicago, Rock Island & Pacific R. R.	250,000
Chicago & North Western R. R.	300,000
Chrysler Co.	*1,200,000
Clicquot Club Co.	500,000
Climaline Chemical Co.	75,000
Clorox Chemical Corp.	50,000
Cluett, Peabody & Co.	150,000
Cohen, Goldman & Co.	150,000
Colgate & Co.	250,000
College Inn Food Products Co.	150,000
Columbia Phonograph Co.	200,000
Congoleum-Nairn, Inc.	75,000
Congress Cigar Co.	400,000
Consolidated Cigar Co.	507,000
Continental & Commercial National Bank (Chicago)	105,000
Copeland Products, Inc.	115,000
Copper & Brass Research Assn.	70,000
Corn Products Refining Co.	400,000
Coty, Inc.	450,000
Crane Co.	100,000
Crosley Radio Corp.	75,000
Crown Corset Co.	60,000
Cudahy Packing Co.	240,000
Cunard S. S. Co.	250,000
Cunningham, E. T., Inc.	175,000
Curtis Publishing Co.	950,000
Cuticura Laboratories	800,000
Davis, Geo. W., Motor Car Co.	75,000
Day-Fan Electric Co.	50,000
Dearborn Supply Co.	175,000
De Forest Radio Co.	60,000
Delaware, Lackawanna & Western R. R.	137,000
Devoe & Raynolds Co.	185,000
Dictograph Products Corp.	110,000
Dixie Route (Including C. & E. L. L. & N. and N. C. & St. L. R. R.)	150,000
Dodge Bros., Inc.	*1,800,000
Doherty, Henry L., & Co.	400,000
Domestic Sewing Machine Co.	200,000
Douglas Pectin Corp.	100,000
Douglas, W. L., Shoe Co.	175,000
Duz Co.	75,000
Eastman Kodak Co.	285,000
Edison Electric Appliance Co.	*155,000
Electric Household Utilities Corp.	135,000
Electric Refrigerator Corp.	150,000
Electric Storage Battery Co.	200,000
Electric Vacuum Cleaner Co.	210,000
Emerson Drug Co.	50,000
Endicott, Johnson & Co.	100,000
Eureka Vacuum Cleaner Co.	200,000
Famous Players-Lasky Corp.	75,000
Fansteel Products Co.	300,000
Farrand Mfg. Co.	65,000
Federal Brandes, Inc.	250,000
Federal Radio Corp.	125,000
Firestone Tire & Rubber Co.	700,000
Fleischmann Co.	450,000
Florence Stove Co.	75,000
Forhan Co.	475,000
Ford Motor Co.	400,000
Franklin Automobile Co.	*400,000
Freed-Eiseman Radio Corp.	125,000
French Battery Co.	107,000
French Lick Springs Hotel Co.	165,000
French Line	100,000
Fressman, Chas., Co.	300,000
Frigidaire Corp.	1,020,000
Gardner Motor Co.	235,000
Garod Corp.	50,000
General Electric Co.	140,000
General Motors Corp. (Institutional)	350,000
General Petroleum Co.	150,000
General Tire & Rubber Co.	*250,000
Ghiradelli, D., Co.	60,000
Gilpin-Langdon Co.	400,000
Glenwood Range Co.	60,000
Glo-Co Co.	50,000
Goodall Worsted Co.	100,000
Goodrich, B. F., Rubber Co.	235,000
Goodyear Tire & Rubber Co.	400,000
Gorham Co.	145,000
Gorton-Pew Fisheries Co., Ltd.	80,000
Gossard, H. W., Co.	80,000
Graham Bros.	250,000
Graybar Electric Co.	500,000
Great Northern Railway Co.	250,000
Great Western Sugar Co.	175,000
Gulden, Charles, Inc.	120,000
Gulf Refining Co.	200,000
Hart, Schaffner & Marx	650,000
Hecker, H-O, Co.	150,000
Heinz, H. J., Co.	600,000
Heywood-Wakefield Co.	56,000
Hills Brothers Co.	250,000
Hoffman Heater Co.	*105,000
Holland Furnace Co.	200,000
Hollywood Resort & Industrial Board	250,000
Hood Rubber Co.	50,000
Hoover Co.	*125,000
Hopper, Edna Wallace, Inc.	350,000
Horlick's Malted Milk Co.	275,000
Houbigant, Inc.	120,000
Hudson Essex Co.	750,000
Huylers	62,000
Illinois Central R. R. System	480,000
India Tea Growers	200,000
International Cement Corp.	110,000
International Magazine Co.	300,000
International Mercantile Marine Co.	400,000
International Silver Co.	120,000
Interwoven Stocking Co.	100,000
Japan Tea Growers	60,000
Jergens, Andrew Co.	60,000
Johns-Manville Co.	250,000
Kayser, Julius, & Co.	250,000
Keith, Geo. E., Co.	65,000
Kellogg Co.	1,800,000
Kelly-Springfield Tire Co.	200,000
Kirk, Jas. S., Co.	175,000
Kolynos Co.	50,000
Kops Bros.	140,000
Kotex Co.	750,000
Kraft Cheese Co.	225,000
Kuppenheimer, B., & Co.	95,000
Lambert Pharmacal Co.	1,325,000
Lamport & Holt Line	100,000
Larus & Bros. Co.	50,000
Larvex Corp.	200,000
Lathrop, H. R., & Co.	100,000
Lehigh Valley Railroad Co.	160,000
Lehn & Fink Products Co.	178,000
Lever Bros.	1,500,000
Lewis, I., Cigar Co.	56,000
Liberty Magazine	300,000
Life Insurance Assn. of Canada	75,000
Life Savers, Inc.	100,000
Liggett & Myers Tobacco Co.	2,000,000
Lippincott, J. B., Co., Inc.	50,000
Lipton, Thos. J., Inc.	175,000
Literary Digest	720,000
Long Island Duck Growers Association	50,000
Loose-Wiles Biscuit Co.	200,000
Lorillard, P., Co.	1,200,000
Lowney, Walter M., Co.	250,000
McCall Co.	50,000
Macfadden Publications	900,000

[CONTINUED ON PAGE 50]

A Page from The Christian Science Monitor

THE CHRISTIAN SCIENCE MONITOR, BOSTON, WEDNESDAY, FEBRUARY 2, 1927

AMERICAN PLANS TAKE SHAPE FOR EXPOSITION AT SEVILLE

Architects to Bid for United States Building, Which, After the Fair, Will Be Used as Consulate—Due to Open Next Year

Special from Monitor Bureau

WASHINGTON—Competitive plans are shortly to be submitted by architects for the United States building to be erected at the international exposition at Seville, Spain, scheduled to open Oct. 12, 1929.

This exposition was projected as early as 1910, but before preparations could be completed the war interfered and it is only recently that the date has been definitely set, all of the South American republics and Portugal are to participate officially, a commission of the United States, composed of Thomas E. [illegible], former Governor of Arizona, and [illegible] alone] general, Miss [illegible] of Philadelphia, [illegible] Upham of Chicago, [illegible] Nation of Cleveland, [illegible] F. O'Brien, former Assistant Secretary of New York, [illegible] Secretary of the army, editor [illegible] and Senator [illegible] Bell has been appointed by the president as the selection [illegible]

[illegible] BOARD

[illegible] (AP)—A [illegible] R. B. [illegible] commissioner [illegible] asked [illegible] H. H. [illegible] Persian [illegible] by the [illegible] reference [illegible] Senator Goff [illegible] Secretary [illegible] share of the [illegible] of Cyrus E. [illegible] to the later [illegible] over. The others [illegible] to Moses of the [illegible] Mesa of Colorado [illegible]

[illegible] S TO HELP [illegible] ERS OF MID-WEST

[illegible] Seville a Prize [illegible]

"It is fitting," said Mr. [illegible] "that Seville should be selected as the site of an exposition in which American countries will form a part, for when Columbus sailed from the little port of Palos a few miles distant Seville was one of the largest and richest cities in the world. After America was discovered Seville was the sole port of Spain from which vessels were permitted to sail for America and for many years of valuable returning galleons.

"The majority of the early settlers of Spanish-America, including Cuba, Florida and California, were Andalusians from the district about Seville. Magellan left for his first voyage around the world from Seville and it was there that the survivors returned."

In Seville is the library collected by the son of Christopher Columbus and here are valuable documents relating to the Spanish occupation of America, available to historians of all nationalities. Seville is notable as the home of Murillo and Velasquez and here many picturesque customs survive.

There is a practical reason for the participation of the United States in the exposition—as well as one of sentiment. The shipping of prosperous Spanish and Spanish-American business men to the American Pavilion will offer an opportunity for better acquaintance. Spain is appreciative of the acceptance of the United States to participate in this exposition.

Exterior Will Be Unchanged

It may be found desirable also to make room for a sculpture hall in accordance with a plan launched by Archer Taft, sculptor, thus linking the fine with the industrial arts, Mr. Donoghue said.

Assurances is given that the exterior of the museum will remain as nearly as intended by those who authorized the restoration of the Pan building as one of the United [illegible] notable achievements in [illegible] The original working [illegible] architect, C. B. Atwood, [illegible] creation of the South [illegible] to be followed [illegible] exterior officials [illegible] explained. [illegible] Mr. Donoghue [illegible] industrial [illegible]

"What Kind of Readers?"

Most people with money to spend for advertising now ask this question, along with "What's your circulation?" It's a question the Monitor is always glad to answer.

all those industrial processes that arouse the curiosity of Young America and his parents.

Although the main floor of the old Fine Arts Building of the Chicago World's Fair, in which the museum is to be installed, covers more than five acres, the exhibits will probably require two floors and a basement, said Mr. Donoghue. Space on the main floor, however, must be given over in part to a convention hall, since the city's bond issue for $5,000,000 for the restoration of the building was voted with this condition.

"Dizzy Arithmetic" Land Found Far Out Beyond the Milky Way

Distances of Star Systems So Great 18 Ciphers Are Needed to Express Them in Miles—Light Registered on Photographic Plates Started Million Years Ago

WILLIAMS BAY, Wis. (Special Correspondence)—The first average measurements of distances out beyond the Milky Way, distances so great that 18 ciphers are required to express them in miles, have been established by Dr. Edwin Hubble of Mt. Wilson Observatory, who has just published his measurements in the Astrophysical Journal, edited here.

"Dizzy arithmetic," Dr. Edwin B. Frost, editor of the journal, called Dr. Hubble's computations, which deal with the size and brightness of nebulae which he finds are each 5,000,000,000,000,000,000 miles away from the earth. "This is a superlative punctuation," was the estimate of Professor Frost, who is director of Yerkes Observatory of the University of Chicago and made the comment regarding soverigns.

Dr. Hubble's figures are the most reliable ever attempted of outside but part of the stellar system," a statement from the University of Chicago added.

The California astronomer took more than 100 photographs of nebulae all of them far beyond the limits of the Milky Way itself so distant that its stars appear as a blur to the naked eye. Light which registered on the plates of the powerful instrument used by Dr. Hubble had traveled through these incomprehensible stars' avenues for nearly 1,000,000 years. And this, of course, is the most magic speed known to the world as it comes around the world in a second.

Dr. Hubble's measurements are held to give also a new conception of the brightness of these systems' lying beyond the solar and stellar systems. The brightness of these nebulae is stated by the astrologer to be 10,000,000 times that of the sun.

Dr. Hubble's earlier computations of the nature of nebulae are having effect on astronomical theory of the day said Professor Frost. In his study of the nearer gaseous nebulae in the Milky Way, Dr. Hubble showed that some of them borrowed their light from the stars. This is upsetting to the theory that the misty masses of the Galaxy consist of the stuff from which stars are made, Professor Frost explained.

"Dr. Hubble's theory is being accepted faster than I thought it would be," he said. "The nebula has rather fallen from its mighty place."

NEGROES' PROGRESS IN NATION SHOWN

Methodists Urged to Aid in Church Extension

Special from Monitor Bureau

CHICAGO, Feb. 2—Negro conservatives of the Methodist Episcopal church may be expected to become self-supporting of the church at large places responsibility upon them as a race, declared Bishop Matthew W. Bey Jr. Bishop Coke, in the annual meeting of the Board of Education of the church here. Dr. Howard is corresponding secretary of the board.

"We need to remind ourselves," he said, "of the astonishing success the Negroes have already achieved in material prosperity under adverse conditions.

"The Negro must have better church buildings, better Sunday schools, better public schools and more trained preachers as well as more leaders. To obtain that every possible armaballistic effort must be made to encourage initiative, self-reliance and generous support of the Negro race."

The Methodist Episcopal church's student loan fund has reached a total of more than $2,000,000, Dr. Howard stated. Thirty-five thousand persons have been assisted in the last 48 years in Methodist schools, he said.

CHICAGO WOMAN OUT OF MAYORALTY RACE

Mrs. Gregg Finds Too Much "Practical Politics"

Special from Monitor Bureau

CHICAGO, Feb. 2—Chicago's women candidates for Mayor have taken her hat out of the ring. She [illegible] it is a week ago. Her experiences with "practical politics since then have not been encouraging, but she thinks some day a woman may yet run and win in this city of 3,000,000.

It is related by Mrs. Johanna Gregg, who has been a member of the School Board for the last five years, that she was up bright and early on the day on which petitions for Mayor were to be filed. The first to file obtains first place on the ballot. She was the first there. Indeed, no earlier, she was told, but it was not the right day, she was told, and when places were established she found herself third or fourth.

"The time is not ripe for a woman under present conditions," she commented. "I think, however, that some women will some time take up where I have left off and that Chicago will [illegible] a woman mayor some day.

BETTER COTTON FORECAST URGED

Advantages of United States System Emphasized at Congress in Cairo

By Wireless

CAIRO, Feb. 2—Government crop forecasts and the need of emulating the United States system formed the main subject for discussion at the third business meeting of the international cotton congress.

F. A. Tomlinson, ex-president of the Manchester Cotton Association, informed the congress that it was enormous that the Egyptian Government's attempts to forecast the crop were, until last year, so far from actualities that they are received with skepticism and that it is better to have no forecast at all than one to the trade; he said, took any notice of them, owing to lack of confidence. "There is much room for improvement," he continued. In the first instance, we must be able to rely absolutely on the impartiality of all figures. Whether the crop tends to be large or small, we must be able to know for certain that the Government figures convey nothing but the truth, and that they are in no way biased.

"Further, the date and hour on which the acreage is to be published must be prearranged. There must be no delays, such as have occurred quite recently where it seemed the Government was afraid of letting anyone know to what a large size the present crop would probably attain. One crop forecast per month is sufficient."

Though they have frequently occasion to find fault with the United States Department of Agriculture's forecast, Mr. Tomlinson continued, yet they must admit that the system was built upon right lines, and with a crop so much smaller than that of the United States he felt Egypt's turn was no easier one.

The speaker urged the Egyptian Ministry of Agriculture to send a competent official to Washington, with a view to emulating as far as was compatible with Egyptian conditions the system in vogue in America.

Mr. Tomlinson believed the Government should compile and issue crop statements, in such a manner as to create confidence and spread nothing but the truth.

The Congress contradicted the report that it has disapproved of the scheme for the fumigation of relation of crops, one of the alleged provisions being that cotton shall be grown only in one year out of three.

TENNESSEE "BLUE LAW" FACES REPEAL EFFORT

NASHVILLE, Tenn., Feb. 2 (Special)—A bill to repeal the Tennessee "blue law" of 1803 passed the House, 58 to 28 after a vigorous debate. The old law prohibits the pursuit of any businesses or amusements on Sunday, except works of charity or necessity.

A year ago this law was reported to a committee to prevent fifteen theatres selling gasoline on Sunday. Various church groups led by the Nashville Pastors Association, strongly oppose repeal. A companion bill awaits action by the Senate.

TENNESSEE BRIDGES TO AID STATE UNITY

NASHVILLE, Tenn., Feb. 2 (Special)—Removal of sectional lines between eastern and middle Tennessee is to be aided by a $3,200,000 bridge construction program adopted by both branches of the General Assembly.

The action also marks an important step in highway development. Four of the bridges will be over the Tennessee River.

Now Comes

THE WORLD'S GREATEST TIRE

Goodyear Triumphs Again!

with the *new-type* All-Weather Tread —especially designed for balloon tires

For the first time, you are now able to buy a balloon tire with a tread as clearly superior to any other tread as the Goodyear SUPERTWIST casing has proved itself superior to any other casing.

It is the new Goodyear balloon tire with the NEW-TYPE *All-Weather Tread!*

The first big advantage you will get from this new tread is *traction*—safe, sure-footed, skidless travel under all conditions.

The sharp-edged, diamond-shaped Goodyear blocks in the tread's center *seize, grip* and *hang-on.*

The second big advantage is *long, slow, even tread wear,* as opposed to the "cupping" and "pot holes" until now characteristic of wear in balloons.

This is accomplished by heavy circumferential ribs at the point of greatest bearing, and by a flatter tread profile giving broader road contact.

Goodyear tested this tread under the hardest kind of service—picked it finally *from eighty separate and individual designs* as outranking them all.

Smooth and quiet-running, it will help you to safer, longer, more dependable balloon tire performance than you have heretofore been able to enjoy.

It complements perfectly the celebrated Goodyear cord fabric, SUPERTWIST, now used in all Goodyear tires.

The superiority of SUPERTWIST is in its greater elasticity. Under road shocks it stretches and recovers without breaking, like a rubber band. This flexibility is inherent in the structure of the SUPERTWIST cords themselves, and is not dependent upon latex, gum or filler of any kind.

The NEW-TYPE *All-Weather balloon tread and the SUPERTWIST balloon casing represent the greatest tire combination yet offered to the public.*

Once more, then, as so many times in the past, Goodyear now advances the tire best suited to the needs and conditions of motoring, and demonstrates again why *more people ride on Goodyear Tires than on any other kind.*

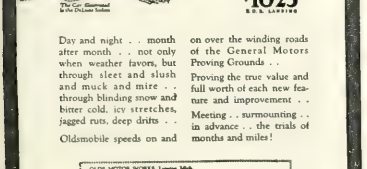
Available now at your Goodyear Dealer's—and backed up by a dealer service that is pledged "to provide facilities so that users will get all the inbuilt Goodyear value out."

GOODYEAR

Goodyear Means Good Wear

GOOD ADVICE USE KING ARTHUR

MEETING THE TRIALS OF MONTHS AND MILES



THE STANDARD SEDAN BODY BY FISHER $1025 F.O.B. LANSING

The Car Illustrated is the Deluxe Sedan

Day and night . . month after month . . not only when weather favors, but through sleet and slush and muck and mire . . through blinding snow and bitter cold, icy stretches, jagged ruts, deep drifts . .

Oldsmobile speeds on and on over the winding roads of the General Motors Proving Grounds . .

Proving the true value and full worth of each new feature and improvement . .

Meeting . . surmounting . . in advance . . the trials of months and miles!

OLDS MOTOR WORKS, Lansing, Mich. Please send me your illustrated booklet.

Name

Address

OLDSMOBILE SIX

PRODUCT OF GENERAL MOTORS

How the Candy Industry Will Be Advertised

Details of the New Association Campaign to Increase Candy Consumption

By Louis W. Wheelock

Vice-President, Stephen F. Whitman & Son, Inc., Philadelphia

THE candy industry is suffering from growing pains. Some manufacturers of sweets are inclined to boast of the nation's candy bill of half a billion a year for confectionery; others feel vaguely apologetic.

The industry has developed rapidly. It has not quite "found itself"; not quite settled into its place among the important manufactures of the country. A Government survey, now being planned, will help. The national advertising campaign, for and by the industry, is already helping.

The fact is the industry finds itself equipped to produce far more candy than is being consumed. It has never found a market equal to the optimism of the boom period after the war, when capital was poured freely into candy enterprises in the hope that prohibition would create a fabulously rich market for sweets.



Since then competition has grown keener every year, and many a candy factory has displayed those crude but effective advertisements put up by the sheriff.

Eight years ago, in an upper room in a hotel in Springfield, Mass., the leaders in the candy industry sat late debating the momentous question whether candy could duplicate the success of flowers and the California cooperatives and a few others who had blazed trails through the unchartered uplands of industrial publicity.

There were many unknown factors, and some that were known—and very discouraging. One of the leaders opposed advertising until such time as the industry should police itself. He argued for a drastic clean-up and regulation of all places making candy in order that the advertising could truthfully say that American candies were all pure, clean, and dependable.

THERE were grave doubts whether the candy men would furnish the funds for an advertising campaign. The industry was loosely organized, highly competitive, and not renowned for enterprise or vision.

The western men had already got together and had made a start in newspaper advertising; they came to the meeting full of facts and enthusiasm in favor of a national campaign to be financed by the entire industry. But the conservative Boston and Philadelphia manufacturers were not convinced.

When the debaters grew hungry, a "committee was appointed," made up of experienced advertising men, and duly reported a plan of national advertising—"not less than three years; not less than a million dollars"—which has at length been adopted, and makes its bow to the reading public on March 5.

Now the point is this: The men who argued for delay were wise in their generation. The industry was *not* ready for such a cooperative effort eight years ago, or three years ago. It is ready now. And this campaign is like some others, in the fact that it began to show results before a line of copy reached the people. For the first time, the makers of all kinds of candy are drawing close together, sinking controversial questions out of sight, working together for a common purpose, and making a beginning at thinking nationally.

I venture the opinion that the setting of its house in order in preparation for the campaign has already paid a good dividend on the amounts pledged for the payment of advertising bills.

The industry is policing itself. Its leaders are being cited by the health authorities as models for other producers of food products, in the matters of sanitation, cleanliness, and employee welfare.

A big factor in the success of collecting funds for the campaign was

[CONTINUED ON PAGE 70]

Your Speedometer talks



The Sinclair Law of Lubrication:

For every machine, of every degree of wear, there is a scientific Sinclair Oil to suit its speed and seal its power.

MORE than a caption, are these three words. They convert the Sinclair Law of Lubrication into a direct selling message. *"Your Speedometer Talks"* —its mileage-reading indicates the degree of wear in a car's engine, and tells the motorist which grade of Opaline Motor Oil will seal the power in his cylinders. This Interrupting Idea is the basis of the national advertising prepared for the Sinclair Refining Company, Inc., by the Federal Advertising Agency, Inc., of 6 East 39th Street, New York.

The "Book Jacket" Cover



rienced book publishers. Typography has found its place in the halls of commerce as well as in the scented retreats of bibliophiles. As a result there have been many excellent examples of good type arrangement which have often seemed to deserve a better fate than the inevitable obscure end of most mailing pieces.

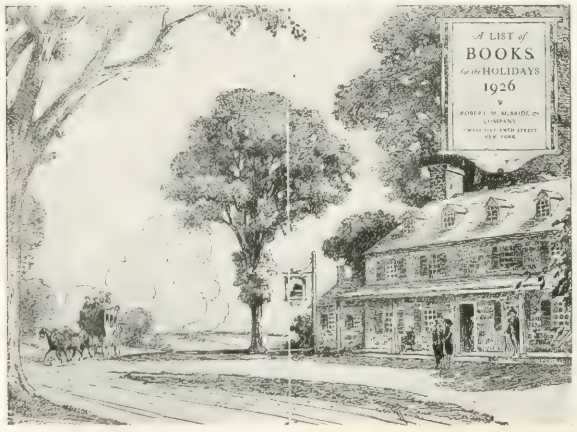
The thin wedge of art once entered, it has been driven home. People who know what they are doing are sought after to make covers and illustrations. Continental artists entering the country after the war heightened competition; and so a heavy demand arose for adroitly finished products and cleverly conceived ideas.

The scheme of making booklets in the traditional style followed by books has become popular of late. In type arrangement, grade of paper, and high standards of illustration the custom is not new. The three catalogue covers illustrated, however, have shown originality in their own field by copying their

THE three catalogue covers reproduced on this page are examples of a tendency that appears to be gaining momentum. In recent years the carefully designed folder has been given the place of honor on more and more mail-cluttered breakfast tables. If the assembled—usually far from merry—breakfasters are of a degree of education, taste and sophistication above that of the ideal reader of mail-order catalogues, the brochures that the maid has just propped against the percolator will have to contain some quality out of the ordinary, or they will not escape the immediate attention of Giuseppe, the big waste-paper man.

In order to save their young hopefuls from the usual horrid fate of the banal, direct mail designers are taking a leaf from the expe-





elders in another. In the manner of the full fledged book's dust jacket, they have used a picture design and allowed it to run full length across the sheet which forms the cover of each brochure. The continuity is unbroken from edge to edge; the white lines in the reproductions on this page merely indicate the points at which the covers bend.

The sponsors of these little books have assured a reasonable welcome for their protegés by the colorful and interesting exteriors with which they are supplied. The design running completely around the binding attracts notice, no matter which side is up; and if the eye is sufficiently drawn to follow the pattern, it may even venture in among the pages themselves.

Incidentally, the Ovington cover is a reproduction of one of a series of street car cards designed by European artists.

"Tell and sell the merchant—and he'll tell and sell the millions"

TRUE—TALK

—by H. E. Taylor, in a speech made over four years ago before the Associated Business Press

"THE real service of the retail merchant is not that of distribution. His greatest work and his greatest service is that of selection.

"His selection must apply to advertised merchandise as well as to non-advertised merchandise and, as a matter of fact, he can make but little differentiation between the two because his selection must be independent of that question. He and his store are going to be judged not by what the manufacturer tells the consumer about the goods, but rather by what the consumer thinks of the relative merits of the merchandise itself.

"Advertising, after all, is but the modern method whereby the manufacturer or wholesaler of merchandise or service may tell about it to those whom he would have familiar with it.

"Unless advertising in sequence follows the same line that the merchandise itself follows as it goes from mill to consumer—the gaps that it must jump, the resistance which it must meet, the lack of contact between supply and demand, and the reversing of the circuit will consume a tremendous amount of costly power."

THE *Economist Group*

DRY GOODS ECONOMIST
DRY GOODS REPORTER DRYGOODSMAN

The most effective and most economical way to reach and influence dry goods and department stores. Offices in principal cities.

Where Do We Go from Here?

[CONTINUED FROM PAGE 28]

down to fundamentals. It might be supposed that when the formula has been discovered, all performance in the art would be uniform, all its examples on a dead level. Such is not the case. The competitors run bunched through the development stages of experimentation, but the winners begin to draw ahead only on the long home stretch, where only genuine merit counts. Outstanding performance comes to a few, after everyone knows how to do it.

ANY number of books offer to the aspiring writer the absolutely correct formula for a successful play, but out of the hundreds of thousands of plays written each year a fraction of one per cent survive on Broadway. The formula for a short story is simplicity itself; but the O. Henry Memorial Award Committee has no difficulty in putting all the outstanding short stories of the year into one volume, with the comment this year that none of them is really a great story.

In the fields of human relationship outstanding performance comes only after universal proficiency.

Advertising, in thirty years or so, has run swiftly through the stages for which other arts have taken thousands of years. The speed is due to two things: to the competition and the money involved, and to the similarity between advertising and literature which has enabled the younger art to learn by the experiences of the older.

Biologists tell us that the development from the egg to the adult is an epitome of the ancestral history of the race. They trace in the development of the young of humanity all the stages from the simple celled creature, through the marine and reptilian stages, to the mammals. The growth of advertising from the egg to the adult shows all the ancestral stages of its literary parent; namely, the development of a formula, universal proficiency in it and finally outstanding performance only where a certain vital spark is present.

Advertising in one generation reveals the following main developments: Stage One (primitive)—black type announcement of commodity or service. Stage two (of which the patent medicine advertisement was the most prevalent)—black type, scare heads, exaggeration, unreliability. Stage Three—the addition of pictures, and the introduction of art, both in illustration and layout; regulation of copy; the introduction of truth in advertising. This is the stage with which most of us are familiar, and it is the stage through which advertising is now passing. It is the stage of perfected formula.

The model advertisement of today is a highly developed thing so far as beauty is concerned. Its layout is as unusual as ingenuity can make it. Its art is superlatively good. Its copy is in good English, and the "copy slant" is in the main correct. The formula has been discovered, and it is like all fundamental formulæ, simple. Here it is:

"Tell (*a*) your story; (*b*) either in words or pictures or both; (*c*) in the way in which will be most interesting and convincing to (*d*) the people you want to reach."

Advertising which is built on this formula must use research into the product for component "*a*"; research into the market and the media for component "*d*"; knowledge of copy and art work and good judgment in their use for component "*b*"; and correct salesmanship for component "*c*".

The advertising which is built on this formula—and most of it is, today—will belong in the stage we have called "adequate presentation." It may in all fairness be loosely called "good advertising."

Little of it, however, reaches outstanding performance.

The variation within the field is indicated whenever the effectiveness is checked, either by the rough indicator—replies, or by the sure proof—sales.

The joker in the formula is, of course, component "*c*", which reads with deceptive simplicity "in the way which will be most interesting and convincing." Horse-sense salesmanship will often be all that is necessary to get component "*c*" working properly in advertising, but this ability, which is more precisely "knowledge of human nature," is a very rare ability indeed. It is in fact no less than the essential of greatness in the majority of all human relationship activities.

We see the same component as an essential in the literary formula—and equally rare.

We see the same component in every art which depends for its success upon acceptance by human minds.

Was it Whistler who said he mixed brains with his paints? He might better have said he mixed knowledge of and sympathy with human nature with them.

He knew what people saw, and what they liked to see. He knew it—or perhaps it may be more accurate to say he felt it—better than the people themselves knew it.

ALL great artists—all great musicians, all great actors, all great statesmen, all great writers—have the gift of winning through to acceptance by the human mind.

Now the human mind has many different ways of reacting. Most of its reactions are fundamentally emotional, as to music, painting, poetry, acting, or literature. In fewer cases the reaction is one of reason, as to a business presentation. Usually the reaction is a complex one, made up of a combination of emotional bases with reasoning superimposed.

The employment of component "*c*", then, requires a knowledge of whether the mind appealed to is best influenced emotionally or reasonably, and an instinct (it is rarely an acquired ability) for making the effective appeal to obtain the desired reaction.

Most workaday builders of advertising use their *reasoning* power to *create* something which is to cause an *emotional* reaction. The contradiction is indicated by the italicized words in this statement. No wonder it falls short in effectiveness.

Once reason has shown the way the act of literary creation (and that is what advertising is) should be like all creation, something of an emotional—or perhaps we might better say an instinctive—process.

BY emotional is meant all states of mind, no matter how calm and logical they may seem at first glance, which really have their roots in human feelings. What human activities have not? The width of the term is indicated by saying that pride, ambition, love of country, love of one's family, honor, unselfishness, kindness—ninety-nine per cent of the characteristics which distinguish humanity from the lower animals—are fundamentally emotional. War is emotional. Success in business is emotional. The desire to have something better for less money is emotional.

Now literature, or its younger brother advertising, which appeals to reasoning only may be constructed on mathematical formulæ, like a law brief. But literature or advertising which is going to win through to the complex acceptance of the human mind moves on no such preordained rules and regulations.

If instinctively you know how to do it, you write great literature or great advertising, and you are one of the few, and capable of outstanding performance.

If you do not know how to do it, it is very seldom possible to learn the secret.

The outstanding performance in advertising then—the "where do we go from here"—will be done not by the many who have learned the formula of presentation, but by the few who are able to master the technique of using it. Art, beauty, layout, words—they are paint in tubes. They are brushes; they are blank canvas. Put them in one man's hands and you have a daub. Put them in another man's hands and you have a masterpiece. The difference is due to the presence or absence of the vital spark, which you may call knowledge of human nature, or instinct, or, if you please, genius. Young as advertising is, you run into instances of it already. And when you do, the thing strikes like lightning—with perfect independence of the manner of its presentation.

What you have seen in the past is advertising developing a formula, and using a fraction of its power, attracting attention by such trifling aids as beauty or cleverness, convincing where it happens upon lines of least resistance, as where it met a hitherto unsatisfied need. What you will see in the future is advertising utilizing words and pictures to put on paper knowledge of the human mind and the rare instinct for swaying it, educating, leading, inspiring, directing humanity's welfare.

Youth Has No Slack Buying Season

BUYERS of space usually pay a premium for summer circulations. Magazine sales slump and advertising lineage naturally tapers off. From June to September, when other publications are making strenuous efforts to bolster faltering circulations, SMART SET busily piles up new sales records.

In the summer of 1925
SMART SET
Circulation Gained 18%

This may be traced to the fact that SMART SET appeals to the younger generation and youth, possessing acquisitive, unjaded buying appetites, knows no slack buying season.

From June to September in 1926 SMART SET sales took another big jump. And now, with an advertising campaign that has run in 146 metropolitan newspapers, indications for the summer months of 1927 all point to a record breaking circulation bonus for SMART SET advertisers.

In the summer of 1926
SMART SET
Circulation Gained 20%

Advertisers, who have used the summer issues of SMART SET, say that it produces sales at the lowest cost. The reason —it reaches the younger buying element—*buyers for the next* 40 *years.*



SMART SET

R. E. BERLIN, *Business Manager*
119 West 40th St., New York
Chicago Adv. Office, 360 N. Michigan Ave.

The 8pt. Page
by
Odds Bodkins



RECENTLY on this page was quoted a paragraph from Shaw's "Man and Superman" setting forth as a true joy in life the knowledge that you are being used for a purpose recognized by yourself as being a mighty one.

Mark E. Ting, Columnist of *Marketing* (Toronto), writes in comment:

My dear Odds:—

The last paragraph of your January 26th page got me going. Few people look on Shaw as a mystic, and yet the whole of "Man and Superman"—particularly this paragraph you have quoted and the whole idea of the Life Force in the dream of Hell—suggests that behind all the cynicism and practicality of Shaw's aims and views there exists a recognition of a force outside ourselves which makes—if not for righteousness (a word of dubious connotation nowadays)—at least for rightness.

This, of course, as is usual with columnists, is not what I started out to say. My thought was that more of the Shavian spirit in advertising, as expressed in this paragraph, would result in better copy, better art-work, better everything.

Some men get into the advertising business merely as a matter of bread and butter, snarling the while at those who feed them. They are wholly aloof from its real spirit, and look on each campaign as a distasteful job to be done and got out of the way. Others manage to feel the impulse behind a big business and for the time being enter into the enthusiasms of the client. Peradventure one in twenty is so constituted.

But it seems to me that there are few who see in business a cosmic adventure, few who recognize it as "a force of nature instead of a feverish, selfish little"—shall we say—"game"? It has this aspect for those who can find it.

Above all the bunk and bluster and sordidness of business one can find a "purpose" and recognize it as a "mighty one." Business is as good and as bad as art, as religion, as politics—in its aspect as a means of expression for the tremendous fecundity and infinite variety of energy pouring through humanity. Its apostles are none too numerous because, though we do honor the worker on this continent, there still persists some fragment of that feudal disdainfulness toward the self-made man.

This isn't the kind of letter I intended writing you at all, but there isn't time to write another.

I'm glad, Mark, that there wasn't, for unquestionably this is a better letter than you set out to write!

—8-pt—

Most of the "release" material sent out by publicity departments is weariness to my soul, but occasionally comes a release such as the one recently sent out by the New York Edison Company giving a census of lights on New York's "Great White Way."

Here are some of the facts that I found curiously interesting:

There are on the White Way exactly 1,243,538 lights in the electric signs alone, flashing 25,000,000 candlepower against the curtain of the night.

More than 7000 new signs, employing 125,000 lamps, have been added to Manhattan's sky line during the past two years.

Contrary to the popular impression, the theaters are responsible for a comparatively small number of Broadway's signs. Restaurants boast four times as many and barber shops three times as many, and even tobacco stores, druggists, tailors and garages display more signs than the theater.

So Commerce, not *Art*, consumes the most "juice" o' nights along Broadway!

—8-pt—

In the middle of the afternoon travelers on through trains on the Chicago and Eastern Illinois Railway are handed slips reading:

"To Beguile the Tedium of the Journey"

At 4 p. m. precisely, you are invited to enter the dining car to partake of a hot cup of tea and a sandwich.

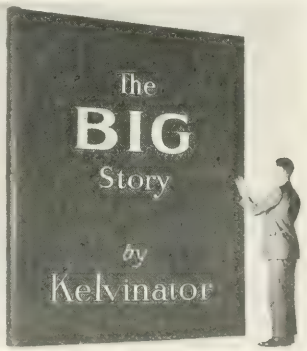
This courtesy is without charge and is with the compliments of the Chicago and Eastern Illinois Railway Company.

Finest kind of advertising, this. The dining car is a heavy, profitless thing to haul at best, and twice as profitless when it isn't being used. The C. and E. I. has turned its diners into advertising vehicles, in which good will is being built en route.

—8-pt—

The Kelvinator Corporation evidently believes that the only way to make an impression on a salesmen's convention is to do things in a *big* way.

This picture shows how they told the Kelvinator story to the men when they gathered recently in Detroit. The



book is nine feet tall, six feet wide, and approximately six inches thick.

I am informed that it was the talk of the convention and also of the Detroit Adcrafters, who were shown the volume at a luncheon shortly after.

It is a fact that doing things BIG does stimulate the imagination of any group of people.

—8-pt—

Charlie Hoyt went out West recently and broke into the San Francisco papers in a speech before the San Francisco Ad Club in which he set forth his qualifications for Will Rogers' job as mayor of Beverly Hills.

Said the *San Francisco Call and Post:*

Hoyt walks, talks and looks like Rogers. He parts his hair the same way, has the same Texas drawl and has captured five sea going prizes aboard the Leviathan for the best character impersonation in ship theatricals. Furthermore, he has examined himself minutely and feels that he can make a bigger and better mayor than Rogers.

"I would stay at home and mayorate if elected," said Hoyt, "and not go around the country splitting my infinitives. A mayor's duty is at his fireside and not gallivanting at large. I can do everything that Will Rogers can do, and I have, in addition, six new places to park my gum.

"My platform will be more latitude, less longitude and two new fire engines—one for the women. I am the only New Yorker in the world who can look sheepish under publicity, whereas Will Rogers invariably looks pleased. From every angle I can make a better mayor."

Come to think of it, "C. W. a'ways does look sheepish" under publicity. But I have never suspected him of exactly resenting it.

—8-pt—

In the reception rooms of the Chase Companies, Waterbury, Conn., the visitor encounters signs reading:

WAITING FOR SOME ONE?

IF YOU HAVE BEEN WAITING FOR SOME ONE FOR SOME LITTLE TIME AND THEY HAVE NOT COME, PICK UP THE TELEPHONE AND REMIND THE OPERATOR TO TELL THE ONE YOU HAVE ASKED FOR THAT YOU ARE STILL WAITING IN THIS RECEPTION HALL.

WE REALIZE THAT YOUR TIME IS AS VALUABLE AS OURS.

WE DO NOT LIKE TO WASTE EITHER.

Certainly this is a friendly reception, and one calculated to build goodwill for Chase brass.

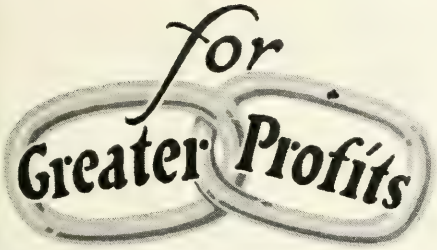
—8-pt—

Attention Copywriters. Sentence from James Stephens' "The Crock of Gold" (page 39): "A thought is a real thing and words are only its raiment."

Too much copy is all "raiment" with no real thought under it. Try undressing your next piece of copy after it is written and see what you find.

Read by More Than Four Out of Five Milwaukee Families!

Chain Stores Link With The Milwaukee Journal



Percentage of Milwaukee Chain Store Newspaper Appropriations in The Journal—1926.

	Per Cent
Great A. & P. Tea Co.	64
Bedell Co.	93
Bond's Clothing Stores	61
Browning-King & Co.	63
Capper & Capper	82
Central Drug Co.	97
Douglas Shoe Co.	100
Dixie Shoe Co.	100
Feltman-Curme Shoe Store	100
Fanny Farmer Candy Stores	84
Ground Gripper Shoe Store	100
Julian Goldman Stores	87
G. R. Kinney Co.	94
Newark Shoe Co.	100
National Tea Co.	70
Owl Drug Co.	76
Piggly-Wiggly Stores	63
Regal Shoe Co.	100
Royal Tailors, Inc.	77
A. G. Spalding Bros. Co.	100
Sterling Shoe Co.	91
Walgreen Drug Co.	63
Walk-Over Shoe Store	83
Rud. Wurlitzer Co.	57

THE unique newspaper situation in Milwaukee enables chain and group stores to sell at lower advertising cost here than in most other metropolitan districts in which they operate.

One paper, The Milwaukee Journal, reaching more than four out of every five Milwaukee families, makes it possible for chain organizations to advertise as efficiently as they buy merchandise and manage their stores. Practically all of them take advantage of this exceptional opportunity. Twenty-four out of 26 chain and group store advertisers in Milwaukee concentrated the bulk of their appropriations in The Journal during 1926.

Sell This Rich, Stable Market

Forty new chain stores in 1926 brought the total in Milwaukee to 310—and the number is still growing. All classes of advertisers selling in the large markets of this country, recognize the Milwaukee-Wisconsin market as one of the richest and most consistently dependable sales territories in America. And Milwaukee newspaper lineage records show that they need only one paper to thoroughly cover the market and sell a maximum volume at the lowest possible advertising cost per sale.

THE MILWAUKEE JOURNAL

FIRST BY MERIT

More Than a Half Million Readers Throughout Wisconsin!

How to Conduct a Corporation Business Lawfully

[CONTINUED FROM PAGE 20]

had extended a line of credit to a butcher near Troy. The dealer failed to pay a small balance of sixty-two dollars to secure which the packers finally brought suit. Up to that moment the whole affair was commonplace enough, the sum at stake being hardly sufficient to ripple the attention of a petty clerk in Wilson & Company's big office. Shortly, however, the entire Wilson organization stood at attention on a principle of business practice. For, when the petty case came to trial, the butcher did not so much as bother himself to dispute the bill. Through his attorney he suggested to the judge to dismiss the suit on the grounds that Wilson & Company, a corporation from Illinois, had neglected to secure a "domestication" license in New York. The court promptly granted the request. Wilson & Company, with a perfectly just bill to collect, was barred from collecting in a New York court.

THE sum was, in this case, not important. A larger amount was at stake in a Michigan instance, although the business principles were identical —except perhaps that a non-complying corporation discovered that even a mechanic's lien "sticketh not." This time a Wisconsin manufacturer secured a fine contract to install a sprinkler system in a Detroit building. It completed the work and, failing to receive payment promptly, filed a mechanic's lien on the building—a protection considered hole-proof in the building trades. When, in due time, the Wisconsin corporation attempted to enforce this lien, it was told by the court (and subsequently by the higher courts to which it carried an appeal) that its claim for $32,224 and interest was not collectible; not because the claim was unjust or the installation defective, but because the Wisconsin concern had disregarded the Michigan statute which provides that:

> No foreign corporation shall be capable of making a valid contract in this State until it shall have fully complied with the requirements of this act, and at the time holds an unrevoked certificate to that effect from the Secretary of State.

It is futile to complain. The States require that corporations from other States shall "domesticate" in order to do business lawfully. These laws, like all laws, "may sometimes sleep, but they never die." The Colorado contractor was told by the court that the Wyoming loss was most unfortunate and unjust. "We cannot but regret such results," concludes the court in its decision, giving also the comfort that "we are not unmindful of the fact that adherence (to the law) will occasionally lead to gross injustice and perhaps at times foster a spirit of dishonesty."

When the Wisconsin concern found its mechanic's lien valueless in Michigan, it was not much comfort, although it was a striking lesson in mismanagement to have the court firmly declare:

> This court has neither the right nor the authority to ignore the laws of Michigan pertaining to this transaction. It is, of course, unfortunate that the appellant must lose the cost of the material and labor . . . ; but that is not the fault of this court. The appellant could easily have protected itself from loss by complying with the laws of Michigan relating to non-resident corporations doing business within that State. It failed, neglected, or refused to do this, and the court cannot relieve it from the consequences of its own neglect.

That last sentence has been repeated by court after court, for the benefit of one corporation manager after another, until it has come to have a stereotyped sound.

The law is the law. To observe the regulations as to "foreign corporations" amid the forty-eight States is just as vital as to know the technique of negotiable instruments or the fine-typed conditions of the uniform bill-of-lading.

Corporation officers fall amuck of the law unwittingly. More than all other reasons combined is, probably, the reason that they are not aware that laws exist to impede doing business freely throughout the United States. When, moreover, men run across the title "foreign corporations" in books of business law, they pass the chapter without reading.

Ambiguity of that word "foreign" is to blame. For, in matters corporate, "foreign" is not "alien." Far from it. New York, for example, has this statutory definition:

> A "domestic corporation" is a corporation incorporated by or under the laws of the State of New York. Every corporation which is not a "domestic corporation" is a "foreign corporation."

A NEW YORK corporation, therefore, is in the law a "foreign corporation" in every state other than the Empire State. It may be thoroughly American. Yet it is dubbed "foreign," not—note well—"alien." "Foreign" conjures to the mind a picture of distant countries with which we conduct "foreign" trade; and, as our foreign trade has developed in ten years, so has confusion increased in using the phrase "foreign corporation" to indicate American concerns, the names of which are household words and the symbols of which are known to every lad with an eye to the ticker-tape but which are yet all the while technically "foreign" to forty-seven of the states.

With just one group of exceptions, every American corporation is "foreign" in the meaning of the law in forty-seven States, the exception being that federally incorporated companies are "domestic" in all States. In order to transact business lawfully, a corporation is obliged to "domesticate" or "qualify" in the other States.

Should it neglect to do so, it takes serious risks. Its contracts may be unenforceable, its debts uncollectible, at the will of the other "party," who need not defend himself on the basis of justice but who need only take advantage of the law—a law, too, enacted with that very purpose in view, with its coercion often deliberately in this form. In some States, furthermore, penalities take the further form of fines for the corporation; with another group, fines and even jail sentences are imposed on the officers who should have complied with the law; while, with another group of States, directors and officers (occasionally stockholders as well) are personally liable for debts of the corporation "as a partner."

A GROUP of Chicago men thought of promoting a new automobile tire device. In order to limit their individual liability, in the usual manner, they incorporated the venture under the laws of Maine. Some one of the management, however, overlooked the Illinois law which provides that wherever a foreign corporation neglects to domesticate in that State, "any officer, agent or person doing business or attempting to do business shall be personally liable for all debts . . . and may be prosecuted as an individual therefor." Hence, when the venture failed, an advertising agency with a claim for $17,700 brought suit against the officers and directors. The agency won full recovery from them as individuals.

Modern distribution, too, ensnares corporations. As concerns attempt "direct selling" rather than jobber distribution, it becomes necessary to maintain spot stocks in warehouses. Sales cannot be buttressed by shipment from factory.

At one time The Mellin's Food Company, of Boston, found itself complicated with the State of New York as a result of thus distributing direct to the trade. It maintained a warehouse stock with a public warehouse in New York City. Customers in that city (dealers and jobbers) who were on an accredited list were permitted to requisition the warehouse for goods without bothering to apply to the Mellin office at Boston or to its New York sales office. The warehousemen delivered the goods, notified the Boston concern, and then the dealer was invoiced direct from Boston. It was thought by the corporation that this procedure was thoroughly "interstate" in character, but a suit proved otherwise.

As a rule, a stock of goods in a warehouse obliges the corporation to domesticate; but in this particular, the States differ among themselves and much confusion of interpretation exists. Armour & Company, for their meat-packing products, years ago found that they must domesticate in the States or not collect their accounts; the Victor Talking Machine Company, in Minnesota, and the Dixie Cotton Felt Mat-



SCOPE

The comprehensive scope of Gotham's service includes practically every class of work that publishers and advertisers can require. In addition to our service in photo-engraving, we are able, through our associated companies, to accommodate our clients with service in typography, stereotyping, electrotyping, retouching, printing, matrices, and so forth.

It is obviously a decided convenience to be able to consign to one establishment all the work that formerly had to be apportioned among several.

GOTHAM PHOTO-ENGRAVING CO., INC.

229 West 28th St. New York City

Telephone: Longacre 3595



Your dealer may be selling or just shelving your product. To know which, you need only examine your sales record.

If your product is blocked by the dealer's greater interest in some competing article or by his indifference to progressive merchandising methods, you are losing sales every day. Distribution channels are restricting, instead of promoting, the flow of your goods.

Perhaps this condition can be corrected by the kind of direct advertising which we are qualified to prepare and produce—direct advertising that is based on accurate understanding of dealer reactions.

To a discussion of this problem, we will bring, at your request, a breadth of experience and a specialized knowledge.

EVANS-WINTER-HEBB *Inc.* Detroit
822 Hancock Avenue West

EWH

The business of the Evans-Winter-Hebb organization is the execution of direct advertising as a definite medium, for the preparation and production of which it has within itself both personnel and complete facilities: Marketing Analysis · Plan · Copy · Art · Engraving · Letterpress and Offset Printing · Binding · Mailing

tress Company, in Illinois, have proved that it is possible to maintain warehouse stocks without domesticating the corporation.

Unexpected turns of business, however, make unlawful a transaction that was, in the beginning, completely "interstate." One of the automobile makers, for illustration, shipped a carload of automobiles to a dealer who had ordered them in Idaho. The dealer refused, for some reason, to accept them. Idaho was far from the factory; there was some delay in getting "disposition instructions" from the manufacturer; the railroad, conformably to the bill-of-lading "conditions," placed the automobiles in a public warehouse "for account of the shipper." While the goods thus reposed in storage, "tax day" came around and the county assessor levied on them. The resulting property tax for that year was $1.087.

AGAINST this tax the manufacturer protested in the courts with the contention that the goods had been shipped in interstate commerce, and, as such, were not subject to local taxation nor the manufacturing corporation to compliance with the Idaho law. But it was adjudicated that the interstate character of the goods ceased when they came to rest. The corporation had fallen liable to the law through no act of its own.

The individual, or the partnership, enjoys a freedom that is denied to the corporation. The individual, as one of his "inalienable rights," may transact his business with as little regard to State boundaries as when he buys a railroad ticket or mails a letter across the same artificial barriers. His employees are equally free.

It is not so, however, with the "artificial citizens"—that phrase expressing the status before the law of a corporation. The corporation is a citizen, "artificial," of that State under whose laws it was organized, but although adorned with the title of "citizen," the corporation does not become an "individual." And, as the corporation steps over the surveyor's monument into another State, the further epithet "foreign" is applied to it.

The "foreign" corporation has no rights in any State, except for such acts and such transactions as are clearly interstate in character. Once that protection is sacrificed, all imagined "rights" of the corporation cease. Nor is it generally understood that any State has, absolutely and without redress, the right to exclude corporations; they are permitted to enter a State for transaction of domestic business "only by courtesy." Each State may impose such conditions as it deems expedient. No "foreign" corporation can call into question any requirement or resist any tax that is made a condition of domesticating, so long, of course, as that prescription does not interfere with constitutional rights.

Times without number this matter has been fought to the last court. Corporations, therefore, whose business extends into more States than the one of domicile, owe it to themselves to examine into their business methods to see whether business is being lawfully conducted.

[This is the first of three articles on this subject by Mr. Haring. The second will appear in an early issue.—Editor]

FREE Candy Bar

Given this week only

with your first 5c purchase from Chase Candy Menu or Chase Candy Menu Stand now on nearly all candy cases.



Now you can KNOW before you buy a candy bar, what combination it is! Read these delicious candy bar combinations NOW and pick your favorite. Then get it this week and every week during the year. Get it this week and get a 5c TWEEN MEALS bar extra with our compliment.

This is the bar you get absolutely FREE with your first 5c purchase from Chase Candy Menu Stand or from Chase Candy Menu now on nearly all Candy Cases—Use this coupon.

5c — This Coupon is — 5c

Good for a 5c

'TWEEN MEALS bar, *this week only*, **absolutely FREE** when handed to clerk at same time any 5c bar is purchased from either Chase Candy Menu or Chase Candy Menu Stand now on nearly every candy case.

Tear out this coupon now. Present it this week at almost any candy counter. Use Chase's Candy Menu or Chase Candy Menu Stand as your guide. Select your favorite 5c bar and you will receive with your 5c purchase absolutely free a full-size 5c 'TWEEN MEALS bar.

'Tween Meals is covered with large fresh peanuts in a mass of rich milk chocolate. The center is genuine maple sugar fudge rolled in toasted cocoanut meats with Blue Valley butter—delicious.

Just Sign Here

I have purchased a 5c bar from Chase Candy Menu or Candy Menu Stand and have received the 'Tween Meals bar free.

Name .....

Address .....

5c — 5c

Pick Your Fave

Look for this Chase Candy Menu Stand
It tells you what is in each bar



Layer cake—Wafers and cream. Fresh chopped nuts. Bit arrowroot covered. Milk chocolate. Ask for Chase Pretty Girl bar

Peanuts—

Maple Nut bar

This Page In The Des Moines Register and Tribune-Capital Made a Hit With 872 Candy Dealers In 203 Iowa Towns

and nuts, for —just look for "Car- one way if you prefer "maple ," or "cocoanut," or any other ous combination found in Chase bars.

Buy the kind you like. No experimenting, no mistake—Right every time when you buy from Chase Candy Menu Stand.

from **Chase's Candy Menu or Candy Menu Stand**

on nearly all candy cases. *—Present above coupon at any of these stores:*

Mr. Dealer: If you are interested and want this deal, write, phone or wire distributors

NORTHWESTERN CANDY CO.

608-10 E. Locust Des Moines Phone Maple 183



Look for this Menu

THESE DES MOINES AND IOWA DEALERS WILL SERVE YOU

Lawson, M. T. Cor. 11th Wash.
Lewis Sam. 1806 E. Grand
Lewis Wm. 1000 6th Ct. Sw.
Leonard, T. 929 3rd Ave.
Lincoln Cafe, The, 1000 Locust
Linenthal Cafe, 1000 Locust
Linenthal Cafe, 1000 Locust
Lipsett, Irene, 1000 Locust
Lipsett, Irene, 1000 Locust
Lipsett, Irene

"Canned Experience"

That old saying about experience being the best teacher is absolutely sound in one sense. But most of us recite it without thinking that experience may be of various sorts—*the experience of other men as well as our own.* "canned experience," if you please, ready for use. Just open and serve yourself! Why not take advantage of the experience of other men as far as we can and save not only years of time but many expensive lessons?



Do you know how much of the world's best research in the advertising and selling field is contained in

McGRAW-HILL BOOKS?

That single fact or idea may be worth many times the price of the books to you.

See the books free Mail the Coupon

1 *Patterson and Scholz*
ECONOMIC PROBLEMS OF MODERN LIFE
615 pages, 6x9, $3.00
Economics in the light of what's going on today. Economic principles explained through an analysis of problems we face at present.

2 *Callender*
AMERICAN COURTS
284 pages, 6x9, $3.00
What the courts are, what they do, what it means to you. With this book you can understand any man's day in court. Arbitration is also covered.

3 *Hall*
THEORY *and* PRACTICE OF ADVERTISING
686 pages, 6x9, 250 illustrations, $5.00
A carefully planned treatment of the development of advertising, its fundamental principles and the methods of representative advertisers. The latest book on the subject.

4 *Larned*
ILLUSTRATION IN ADVERTISING
319 pages, 6x9, illustrated, $4.00
How illustration can increase the effectiveness of advertising. Practically all treatments are covered in detail.

5 *Pratt*
SELLING BY MAIL
428 pages, 5x8, illustrated, $4.00
Covers every angle of modern mail sales work. Explains principles and shows how they work out in practice. Packed with ideas, suggestions, methods, danger signals—facts you can put to good use.

Mail this coupon now

McGRAW-HILL BOOK CO., INC.
370 Seventh Avenue, N. Y.
Send me the books checked for 10 days' free examination:

. . . . . Patterson and Scholz—Economics, $3.00.
. . . . . Larned—Illustration, $4.00.
. . . . . Pratt—Selling by Mail, $4.00.
. . . . . Hall—Theory and Practice of Advertising, $5.00.
. . . . . Callender—American Courts, $3.00.

I agree to return such books as I do not wish to keep, postpaid, within 10 days of receipt and to remit at the same time my first installment and the balance in equal installments each month. Minimum monthly payments, I understand, are $3 and account is to be paid within six months.

Name .....
Address .....
Position .....
Company .....A.F. 3-23-27

What the New Purchasing Power Will Mean to the Advertiser

[CONTINUED FROM PAGE 21]

the price in hand to pay for quality. Such people have had no happy experience with nondescript merchandise; and they have gazed long and often on the advertising of quality goods and have pictured the day when they could afford to buy.

It is my belief that the national advertiser of quality goods who is doing a good job of his advertising and his distribution is bound to reap a geometric rather than a mere arithmetic advance from the advance in purchasing power, and the advance in leisure time of workers. William Green, head of the Federation of Labor, rightly points out that "*the American worker's wants will never be gratified;* because the laboring man's purchasing power is never at a high level as is that of the well-to-do. Purchasing power is always regulated by earning power. Pay more and he will buy more."

This is the new economic religion of America which has snapped the cord tying us to old systems of economics, with their fixed belief that the way to reduce costs and avoid bad times was to cut wages. The American advertiser does not face, as in the past, the same quick resort by industry to wage cutting which sent the worker back to bulk goods and nondescript merchandise. We do not believe nowadays in the pushing back process; the taking of a step forward only to take one backward. We do not intend that the American industrial structure, now so almost uniformly geared to the trade-marked and advertised quality standard, shall be pulled up by the roots every little while, through repression of purchasing power.

Stable purchasing power and trademark stability are closely linked. The national advertiser has a bigger stake than most others in the widening out and stabilizing of purchasing power.

The Agency and the Retailer

By F. J. Kaus

Director, Federal Advertising Agency, Inc.

THE advertising agent serves a retail merchant by contributing new ideas and fresh thought. He can do this because his viewpoint is not bound up in the traditions of a business or the practices of a house. His unfettered conception of the business crystallizes into major policies everyday practices, gives a new turn to an established manner and helps create by his suggestions new standards.

It used to be that the store manager hesitated about calling in an advertising agency, for he thought it was a sign of weakness. Now he is doing it often. The same is true of the heads of business who know that the cost of the big space they are using is so great that it is economy to hire all the brains they can to make that space as effective as possible.

Portion of an address delivered before Retail Round Table Group, New York Advertising Club.

Planned Advertising

A Man Hires an Engineer

A MAN might desire to build a machine to perform certain functions. He would request a mechanical engineer to prepare complete working drawings and specifications. The engineer would inform himself as to what the machine was supposed to do. Finally he would submit a set of blueprints together with specifications. He would send in a bill for this work.

So it is with "Planned Advertising." A man might come to us and tell us that he desired to accomplish certain things with certain products. We would inform ourselves in every possible way as to just what was the desired accomplishment. Then, like the engineer, we would consider all the ways and means to accomplish this thing. We would profit by the numerous experiences of our seventeen years as an organization and by the combined individual experiences of our sixty employees. Finally we would submit a plan to the customer. We would send a bill for the plan.

The man might decide to have the engineer superintend the building of the machine. He might drop the project.

The man who employs us to advise and recommend on his marketing operations might decide to have us participate in the carrying out of these plans. He might decide, for any reason, to end relations. In either case nobody is under obligation.

We wanted an outside viewpoint of the operations concerned with the building of "Planned Advertising." Accordingly we invited Mr. George French, the well-known business writer, to spend a number of weeks observing us. He has put the results of his observations in a book the title of which is "Planned Advertising, Being the Planned Approach to Agency Efficiency." To any business executive we will gladly send a copy without obligation if he will inquire on his business stationery.

Please mark your calendar for a talk with us at the proper time.

CHARLES W. HOYT COMPANY
Incorporated
116 West 32d St., New York
Boston and Springfield, Mass.
Winston-Salem, N. C.

PLANNED ADVERTISING
Reg. U.S. Pat. Off.

These 137 Advertisers Are Using the Sunday-Weekly or Daily-Weekly Combination

Note the list of advertisers below. It includes many of the largest concerns and biggest advertisers in the country. By using the combined circulation of The Kansas City Star and The Weekly Kansas City Star, these advertisers are enabled to cover *both the urban and rural Southwest* adequately at a low daily newspaper advertising rate. The Daily-Weekly combination provides over a million circulation at a rate scaling down from $1.53¾ to $1.35 a line. The Sunday-Weekly combination affords more than eight hundred thousand circulation at a rate scaling down from $1.35¾ to $1.17 a line.

Champion Spark Plug Co.
Studebaker Corp. of America
Pennsylvania Salt Mfg. Co.
Thomas A. Edison, Inc.
Goodyear Tire & Rubber Co.
Wm. Wrigley, Jr., Co.
Liggett & Myers Tobacco Co.
American Cranberry Exchange
Chrysler Sales Corp.
Ralston Purina Co.
Kansas City Southern Ry.
Missouri Pacific Lines
Atchison, Topeka & Santa Fe Ry.
Freed-Eisemann Radio Corp.
Chicago, Milwaukee & St. Paul Ry.
Dodge Brothers
International Harvester Co.
Carey Salt Co.
Yale Electric Corp.
Great Western Sugar Co.
Jacques Mfg. Co.
Rutherford Chili Co.
H. D. Lee Mercantile Co.
Missouri-Kansas-Texas Ry.
Montgomery Ward & Co.
The Maytag Co.
Dictograph Products Corp.
Standard Oil Co.
Louisville & Nashville R. R. Co.
U. S. Farm Sales Co.
National Protective Insurance Assn.
United Clay Products Corp.
Palace Clothing Co.
Swissco Hair Treatment Co.
United Publishing Co.
Deposit Seed Co.
U. S. Farm Sales Co.
Mount Hope Nurseries
C. Wakefield & Co.
Seaman-Schuske Metal Works
Columbia Hatcheries
National Products Co.
Mit-Shel Stamping Mfg. Co.
Kansas Accredited Hatcheries Assn.
Witte Engine Works
Threader Hay Press Co.
Plough Chemical Co.
Harnden Seed Co.
Spring Grip Stropper Co.
Belle City Incubator Co.
Ridenour-Baker Gro. Co.
Sabetha Hatchery
Wichita Nurseries and Seed House
National Sportsman Magazine
Wichita Hatchery
Condie-Bray Glass & Paint Co.
Vio-Ray Co.
McConnon & Co.
Hamilton Electric Incubator Co.
Quality Sales Co.
Natural Body Brace Co.
Edward Hines Farm Land Co.
Family Products Co. (Musterole)
Miller-Matlick Hatchery
A. J. Tower Co.
Sterling Products Co.
Star Chick Hatchery
Potter Drug & Chemical Co.
Stone's Way, Inc.
Booth Poultry Farms
Miller Hatcheries
Iowanna Nurseries
Colonial Poultry Farms
Quisenberry Feed Mfg. Co.
Tredway Poultry Supply Co.
Missouri Poultry Farm
Arthur Rhodes Co.
Crystal Radio Co.
Lindstrom Hatchery
Vick Chemical Co.
Hatcher Hatcheries
The Gable Mfg. Co.
Southard Feed & Milling Co.
Coleman Electrical School
Electric Wheel Co.
Mills Chemical Co.
Brower Mfg. Co.
Turner Bros.
Master Breeders Farms
O. K. Poultry Journal
Shinn Poultry Co.
Snyderhoff Hotel
Standard Egg Farms
Rusk Farms
Midwest Radio Corp.
Des Moines Hide & Fur Co.
20th Century Radio Co.
Exchange Sawmills Sales Co.
Fultz Studios
National Radio Sales Co.
Frisco Lines
James Battery & Ignition Co.
Superior Radio Mfg. Co.
Davis Pipe Co.
Frank Foy Poultry Farms
E. C. Harley Co.
J. W. Miller Co.
Westingale Electric Co.
R. H. Shumway
Hardings Magazine
The Schmelzer Co.
Perfection Stove Co.
Franklin Institute
Western Mercantile Co.
Kansas City Wholesale Gro. Co.
Chicago Watch & Diamond Co.
Kay Laboratories
American Royal Livestock Show
P. H. Hanes Knitting Co.
K. C. Automobile Supply Co.
Townley Metal & Hdwe. Co.
Schull Mfg. Co.
C. S. Demaree
Larus & Brothers Co.
Wm. R. Warner Co.
Resinol Chemical Co.
Hart-Parr Co.
Universal Products Co.
Jennings Hosiery Co.
Farber & Co.
Imperial Laboratories
Central Business College
U. S. Grain Information Bureau
Herbert E. Bucklen Co.
Bonded Hatcheries
Frankfort Chickeries
Wm. Galloway Co.

Daily-Weekly	1,000,000	$1.35 a line
Sunday-Weekly	800,000	$1.17 a line

THE KANSAS CITY STAR

The Weekly Kansas City Star.

New York Office,
15 East 40th St.
Central 9360.

Chicago Office,
1418 Century Bldg.
Wabash 1067

New England's Second Largest Market

Providence Has Telephone for Every 4.8 Persons

A recent national survey shows Providence to be high up on the list of cities having large numbers of telephones in proportion to their populations.

There are 21.3 telephones for each 100 persons—a pretty high average when you find New York City with 21.7

The Providence Journal

and

The Evening Bulletin

give you excellent coverage in this prosperous market

Circulation
108,809 Net Paid

Providence Journal Company

Providence, R. I.

Representatives

Chas. H. Eddy Company
Boston New York
Chicago

R. J. Bidwell Company
San Francisco Los Angeles
Seattle

1926 Newspaper Expenditures

[CONTINUED FROM PAGE 34]

Mallory Hat Co.	75,000
Marmola Co.	400,000
Marmon Motor Car Co.	300,000
Maytag Co.	2,100,000
Metropolitan Life Ins. Co.	*150,000
Michelin Tire Co.	175,000
M. J. B. Co.	200,000
National Carbon Co.	425,000
New York Central Lines	300,000
Nicholson File Co.	50,000
Nickerson, John, & Co.	71,000
Northern Pacific R. R.	200,000
North German Lloyd S. S. Co.	100,000
Northwestern Yeast Co.	50,000
Noxzema Chemical Co.	60,000
Oakland Motor Car Co.	*1,200,000
O'Cedar Corp.	125,000
Olds Motor Works	*1,750,000
Oneida Community, Ltd.	150,000
Pabst Corp.	110,000
Pacific Coast Biscuit Co.	90,000
Pacific States Electric Co.	50,000
Paige-Detroit Motor Car Co.	1,100,000
Palmolive Peet Co.	500,000
Paraffine Companies, Inc.	65,000
Paris Toilet Co.	182,000
Parker Pen Co.	200,000
Peerless Motor Car Corp.	450,000
Pennsylvania Railroad Co.	250,000
Pennsylvania Cement Co.	65,000
Pépsodent Co.	800,000
Perfection Stove Co.	350,000
Philadelphia Storage Battery Co.	200,000
Pierce Arrow Motor Car Co.	325,000
Pillsbury Flour Mills Co.	150,000
Pittsburgh Plate Glass Co.	87,000
Pompeian Laboratories	170,000
Pond's Extract	235,000
Portland Cement Assn.	325,000
Porto Rican American Tobacco	115,000
Postum Cereal Co., Inc.	500,000
Pratt Food Co.	75,000
Procter & Gamble Co.	425,000
Quaker Oats Co.	750,000
Radio Corp. of America	500,000
Ralston Purina Co.	142,000
Regal Shoe Co.	220,000
Regensburg, E., & Sons	120,000
Reo Motor Car Co.	600,000
Reynolds, R. J., Tobacco Co.	2,500,000
Resinol Chemical Co.	300,000
Ritchie, Harry F., Co.	125,000
Rolls Royce of America, Inc.	100,000
Royal Typewriter Co.	135,000
Saratoga State Water Corp.	50,000
Scholl Mfg. Co.	200,000
Scott & Bowne	200,000
Scranton Lace Co.	82,000
Selby Shoe Co.	50,000
Sheaffer, W. A., Pen Co.	300,000
Shredded Wheat Co.	350,000
Shreve, Crump & Low Co.	65,000
Smith, L. C., & Corona Typewriters, Inc.	125,000
Snider, T. A., Preserve Co.	100,000
Sonora Phonograph Co.	50,000
Southern Cotton Oil Trading Co.	400,000
Southern Pacific Co.	550,000
Spalding, A. G., & Bros.	200,000
Squibb, E. R., & Son	400,000
Standard Cap & Seal Co.	60,000
Standard Oil Co. of Indiana	2,000,000
Standard Oil Co. of New Jersey (gasoline and motor oils)	500,000
Standard Oil Co. of New York	600,000
Standard Sanitary Mfg. Co.	275,000
Stein, A., & Co.	100,000
Straus, S. W., Co.	400,000
Stromberg - Carlson Telephone Mfg. Co.	283,000
Stuart, F. A., Co.	200,000
Studebaker Corp.	2,000,000
Syracuse Washing Machine Co.	450,000
Thatcher Co.	75,000
Tiffany & Co.	90,000
Tidewater Oil Co.	210,000
Timken Oil Burner Co.	70,000
Union Oil Co. of California	225,000
Union Pacific System	700,000
U. S. Gypsum Co.	50,000
U. S. Rubber Co.	835,000
Vacuum Oil Co.	250,000
Van Ess Laboratories	100,000
Van Slyke, G. W., & Horton	125,000

Velie Motors Corp.	200,000
Vick Chemical Co.	200,000
Vivaudou, Inc.	260,000
Wabash Railway Co.	120,000
Waitt & Bond	150,000
Wander Co.	150,000
Western Clock Co.	62,000
Westinghouse Electric & Mfg. Co.	500,000
White Co.	250,000
White Rock Mineral Springs	240,000
Willard Storage Battery Co.	186,000
Williams Oil-O-Matic Heating Corp.	100,000
Winslow Boiler & Engineering Co.	150,000
Willys Overland Co.	*1,500,000
Wrigley, Wm. Jr., & Co.	1,250,000
Zenith Radio	*180,000

*Includes dealer cooperative advertising.

Farm People a Receptive Market

[CONTINUED FROM PAGE 30]

order business with plenty of available cash or credit were able to purchase at bargain prices the stocks of a vast number of bankrupt dealers, jobbers, and manufacturers, and the products of a vast number of factories that had to keep up production or cease operation.

These bargain purchases enabled the mail order houses to present the irresistible argument of reduced prices to the farmer who was nursing his resentment against the conditions that had forced him to deflate but had not deflated the prices of the things which he had to buy.

This resulted in an unprecedented wave of mail order buying, and in unusually hard times for the dealers who sold to farmers. Their overhead was going on, but their volume had been very greatly shrunk so that their proportionate expense of doing business was heavier than it normally would have been.

The condition delayed any reduction in prices by dealers. Even after they began to get reduced prices from manufacturers, the dealers had to have a larger percentage of profit in order to cover their larger proportionate overhead.

As the dealers began to get back to normal and the mail order houses began to find it necessary to buy in a more competitive market, the difference between the mail order price and the dealer's price was very greatly reduced.

This naturally led to a larger percentage of dealer buying by farmers and to a larger volume of business that reduced the overhead of the dealer and enabled him to make still further reductions in his prices. In other words, the reversal of the process that had sent farmers from the dealer to the mail order house now began to send the farmers from the mail order house back to the dealer. So mail order houses whose business had been abnormally high for several years, and dealers whose business had been abnormally low for several years began to get back on a normal basis.

Other elements have entered into the picture. Chain stores have been greatly multiplied. With automobile transportation farmers have shown a greater tendency to shop around and even go into the larger buying centers, deal-

it may seem
funny to some
people that the
stronger we get
the more loudly
we proclaim the
*in*ability of
the Detroit Times
to *cover* the greater
Detroit area
alone---no *one*
paper can do a job
like that in
a *big* market,
so why kid the public?



DAIRY FARMERS
Level Buying Curves
in the Northwest

Dairying smooths the peaks and valleys of farm income as surely as though the cream truck drove right over the calendar.

Farmers in the leading butter state of Minnesota receive their cream checks twice a month. They are able to, and do buy merchandise the year 'round.

Merchants here base their plans on their farm trade because it amounts to from 40% to 95% of their total volume every month in the year.

Reach this great group of steady income farmers through the only weekly farm paper in the Northwest

THE FARMER
Webb Publishing Co. Saint Paul, Minnesota
The Northwest's Only Weekly Farm Paper

Standard Farm Papers, Inc.,
307 No. Michigan Ave.,
Chicago, Ill.

STANDARD FARM PAPERS

Wallace C. Richardson, Inc.
250 Park Avenue,
New York

A Northwestern Institution Since 1882
Member Standard Farm Paper Unit

ers have undertaken truck delivery services into the country.

All of these developments have had a tendency to bring both the mail order and the dealer business back to a normal condition.

The conclusion from all this is that ordinarily a reduction in mail order business frequently means an increase in dealer business.

Farmers, like dealers, and jobbers, and manufacturers, have been gradually liquidating their obligations and are, at this time, more nearly in a normal buying position than they have been for several years. The normal buying condition is very good for the dealer and not so proportionately good for the mail order man.

The item of shoes went through this cycle in the shortest time of any article of merchandise. Immediately following the beginning of the slump, various mail order organizations entered the farm field and cleaned up millions of orders for shoes.

But when the old high priced stock had been cleared out of the dealer's stores and they were in a position to offer good merchandise at a lower price, they drove the leading mail order shoe people out of business, or practically so. The element of "fit" drove the farmer back to the dealer for shoes several months and, in some cases, several years before he came back to the dealer for products in which the element of fit or style has only secondary place.

Is it not reasonable to assume that under all these circumstances manufacturers who advertise to farmers in the year 1927 will be going into the most receptive market among farm people that they have encountered for several years?

The Advertising Manager's Attitude

[CONTINUED FROM PAGE 27]

game as he should; that is, gives credit where credit is due.

A great many men—and they are not all advertising managers—seem to think that because someone "gives" them an idea, it is theirs. That is a mistake. It is more than a mistake; it is a crime. And like all crimes, it brings its own punishment.

My practice, when one of my assistants "gave" me a suggestion that impressed me favorably, was to submit it to my associates or superiors with some such explanation as this: "Mr. So-and-so gave me a suggestion yesterday which seems to me to be worth considering. It is this . . ." I adopted this practice because I believed it to be honest. I continued it because it paid.

A day or two ago I had an engagement with a man whose name is almost as well known as Mr. Coolidge's. He was a few minutes late, so I had an opportunity to look around a bit. Over the telephone operator's desk was a card which, as nearly as I can recall, read like this:

Be Courteous
and Obliging

The only way to earn a reputation is to fill your job better than it has been filled before, to tell the truth and

The Lillibridge Viewpoint

Number Eleven *Issued by Ray D. Lillibridge Incorporated* *New York*

The Courage to Do the Necessary

DURING the world war the story went around of a French Commandant, Georges Mellerai, who found himself and a handful of his soldiers marooned in the village of Basileaux, surrounded by an overwhelming force.

Their retreat was cut off. Seemingly the only thing to do was surrender. But to surrender meant that the village would fall into the hands of the enemy and furnish protection to them for several precious hours.

Resorting to the sole means of communication left to them, a carrier pigeon, they sent back this message to their comrades behind the French lines:

"We are lost, but we have done a good job. Turn the guns on the town."

It was their death sentence, written by their own hand, and dispatched with that high courage which lends the might of an army to the heroism of a handful of patriots.

The French guns thundered, and Basileaux crumbled. The chapter was ended . . . Yet that chapter will never be ended, for it contributed to the victory.

Commandant Mellerai and his men had had the courage to do the necessary.

§ § §

"The courage to do the necessary" is needed in business these days as keenly as it was ever needed on the field of battle.

In some whole industries, and in many individual enterprises, it is growing increasingly evident that nothing will suffice but turning the guns on old methods and policies and leveling them so that a new structure can be built up that will meet the new competitions and complexities.

"Not a Member of the Parish"

BRANDER MATTHEWS reminds us of the old story of the man in church who remained dry-eyed when the rest of the congregation were dissolved in tears by the pathos of the sermon, and who explained that his failure to be moved was due to the fact that he did not "belong to the parish."

The trouble was not with the man or the parish, but with the preacher. He simply lacked the distinguishing greatness of a Henry Ward Beecher, who was able to play upon the emotions of people of every class and creed—those who belonged to his "parish" and the thousands who did not.

Too many of the advertisements in current periodicals seem to do little more than single out the people who have always thought favorably of the product advertised and keep them reminded.

The truly great advertisement is the one which moves the man or woman who does not belong to the advertiser's "parish," and leads him or her to join.

A Client Is Surprised

HE HAD a product to be marketed and he engaged us to "look after the advertising."

When we presented our recommendations he was surprised, for advertising was only one of eight things we recommended—and the last one, at that!

He had supposed we would submit some

dummy layouts and a list of mediums, but instead we submitted a sales "objective." On that "objective" we centered all of our recommendations. Some had to do with sales policies, some with production policies, some with the geography of distribution, some with organization policies, and so on, with advertising at the end.

We knew that if we could get his business "in balance" and the efforts of his whole organization focused sharply on a definite "objective," he could appropriate money for advertising with assurance that every dollar he spent would buy progress toward that "objective." Progress for his business, rather than merely publicity for his product.

This is our usual method of approaching an advertising problem: to crystalize our clients' needs and problems, whether they pertain to production, distribution, sales, good-will or prestige, and set up "objectives." We then formulate plans for reaching these "objectives" in the most direct way and by the most economical methods possible, and carry these plans through to the last detail, after they have been approved by our client.

The Dizziness of Rotation

HARRY A. HOPF cut right through to the heart of the problem of keeping a business growing profitably when he said: "As a business becomes larger and more complex, it must be made more simple."

This is true of routine administration, the simplifying of which is Mr. Hopf's work. And assuredly it is true of advertising.

Let a business get just about so deep into advertising and it is liable to get so involved in the mechanics of it—insertion schedules, dealer electros, envelope stuffers, window displays, convention exhibits, catalog page proofs, salesmen's portfolios, and what-not—that the job the advertising is expected to do is lost sight of in the whirl.

It would be a healthy thing for many a business if the general manager were to arrive at his office some morning and, before taking up the work of the day, write down three questions on a sheet of paper:

1. *What are we trying to accomplish with our advertising?*
2. *Are we accomplishing it?*
3. *If we are not, why are we not?*

These three questions sweep away the complexities of advertising and reduce it to the simple terms under which it was given employment in the first place.

Nearly every business needs this simplifying treatment periodically. For with advertising as with everything else, the dizziness of rotation can easily be mistaken for the exhilaration of speed!

We Hazard a Prophecy

IT TOOK many years for the advertising agents of the last generation to discover the importance of market-research and analysis, and to screw up their courage to the point of charging for this work on a proper basis.

Signs are beginning to point now to a similar awakening to the importance of "follow-through," and we believe many of the advertising agents of Tomorrow are going to consider "follow-through" as important as market-analysis has lately come to be considered, and charge for it in a business-like way.

RAY D. LILLIBRIDGE INCORPORATED
Advertising
NO. 8 WEST 40TH STREET · NEW YORK
Telephone: Longacre 4000
Established in 1899
6333

to save money. Be courteous, be gentle in outlay, be obliging, help others all you can. Fear no one.

What should be the advertising manager's attitude toward the advertising agency which has been retained by his company?

That is a difficult question to answer; for this reason: The business of being an advertising agent has not been standardized any more than has that of being an advertising manager. Many advertising agencies, it is true, have adopted a standard of procedure which they try to live up to; but there are as many more who have their own ideas as to what should be done for clients. It seems to me, however, that one has a right to expect that one's advertising agency shall—

1. Make a sufficiently exhaustive study of the industry with which the advertiser is identified to justify it—the agency—in making definite recommendations not only as to how the product should be advertised but also as to how it should be merchandised
2. Select the media to be used and contract for the appearance therein of the advertiser's announcements
3. Prepare copy
4. Prepare or supervise the preparation of artwork
5. "Set" the advertisements
6. Make plates or mats
7. Forward plates or mats to publications in which they are scheduled for insertion
8. Check insertions
9. Pay for insertions
10. Bill advertiser for insertions
11. See that whatever should be done in the way of trade-aid is done.

This, I think, is a complete list of what one's advertising agent should do—what he should be expected to do. But he cannot do all these things, nor should he be expected to do them, if his compensation is less than it should be.

As a rule, the selection of an advertising agency rests with the management, not with the advertising manager. This sometimes leads to friction between manager and agency. But here, as in every other relationship, a willingness to give and take goes a long way. Remember, please, that advertising agencies really wish to serve their clients. Remember, too, that the best way to ascertain what one's advertising agency can do in the way of cooperation is to tell what one must have. In other words, do not assume that an advertising agency cannot do this, that or the other, merely because it never has done it.

Convention Calendar

MAY 4-28—Sixth Annual Exhibition of Advertising Art, held by the Art Directors Club at the Art Center, 65 East 56th Street, New York City.

MAY 9-11 — Semi-Annual Convention of the Association of National Advertisers, Detroit, Mich.

JUNE 13-15—Sixth Annual Convention of the Industrial Adv. Ass'n, Cleveland.

JUNE 26-30—International Advertising Association, Denvel, Colo.

OCTOBER 19-21—Direct Mail Advertising Association, Chicago.

The ARCHITECTURAL RECORD begs to replace its previous figure of 6,635 architect and engineer subscribers—(constituting a lead of 28% over its nearest competitor)—with the new high mark of 7,160.

To interested manufacturers and agencies on request—latest A.B.C. Auditor's Report—new enlarged and revised edition of "Selling the Architect" booklet—latest statistics on building activity—and data on the circulation and service of The Architectural Record with sample copy.

(Average net paid 6 months ending December, 1926, 11,436)

The ARCHITECTURAL RECORD
119 West Fortieth Street, New York, N. Y.
Member A. B. C. Member A. B. P., Inc.

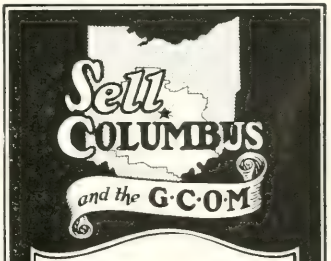
162 Years

18 dentifrice, toothbrush and mouth wash advertisers have used ORAL HYGIENE continuously for a total period of a few months more than 162 years—an average of more than 9 years each.

Almost without exception these are big national advertisers who buy space scientifically, key their copy and chop you off their schedule if your magazine doesn't prove its worth to them.

ORAL HYGIENE
Every dentist every month
1116 Wolfendale Street, N. S.
PITTSBURGH, PA.

CHICAGO: W. B. Conant, Peoples Gas Bldg., Harrison 8448.
NEW YORK: Stuart M. Stanley, 62 West 45th St., Vanderbilt 3758.
ST. LOUIS: A. D. McKinney, Syndicate Trust Bldg., Olive 43.
SAN FRANCISCO: Roger A. Johnstone, 155 Montgomery St., Kearny 8086.



29 Rich Counties
More than a million people

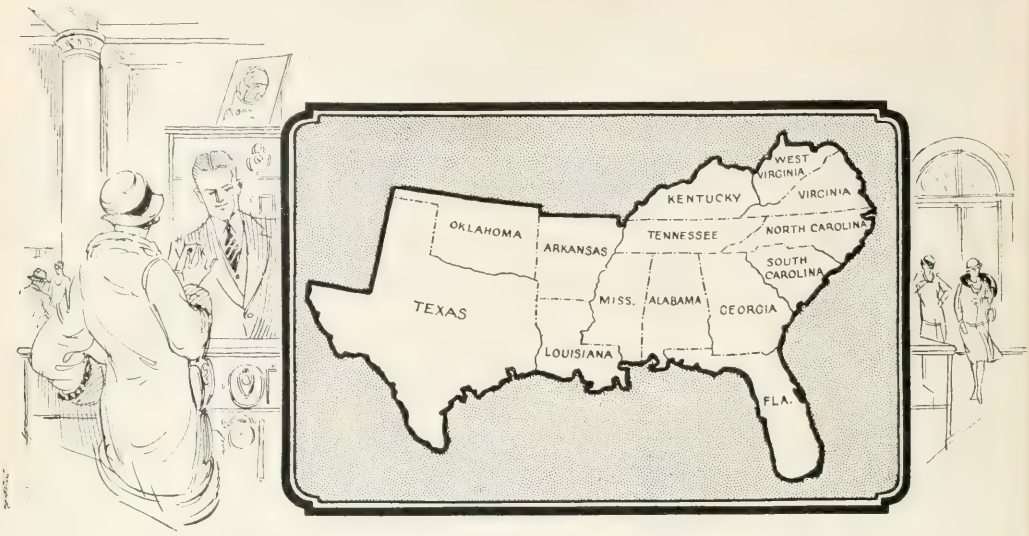
The G. C. O. M. (Great Central Ohio Market), with Columbus its trading center and Capital, is one of the most attractive fields in America for the sale of all kinds of Merchandise. The wealth of this territory is more than 2½ billion dollars.

One newspaper . . . The Columbus Dispatch, can give you the key to sales in this fertile territory.

During 1926 The Dispatch carried more agate lines of paid advertising than any other Ohio newspaper.

The Dispatch, with a city circulation of 55,920, reaches practically all of the worthwhile homes in Columbus and covers the great Central Ohio Market as no other newspaper even claims to do.

Dispatch
OHIO'S GREATEST HOME DAILY



Over 31 Million People are Willing to Listen

NOW is the ideal time to focus your attention on the South. Grow in the South as the section itself is growing. Create a demand for your products that is in line with the needs and wants of a normal, prosperous people.

The South's population is not concentrated in any one particular spot. When you consider that the area covered is nearly one-third of the total area of the United States, it becomes apparent that this sunny land cannot be covered adequately through one publication—or by a few publications.

Statistics prove that Dixie's millions are best reached through daily newspapers. No other



medium is so effective. One out of every six persons in this thriving part of America reads a daily newspaper. Newspapers go into practically every Southern home.

The combined circulation of papers in this area is 5,197,306. Line rates are cheap in the South. In what other section of the country can you talk to thirty-one million people at a cost as low?

Ask any recognized advertising agency for further facts and figures on media and coverage in the South.

For general information write

SOUTHERN NEWSPAPER PUBLISHERS' ASSOCIATION
Cranston Williams, Manager
Box 468, Chattanooga, Tenn.

Sell The South Thru SOUTHERN NEWSPAPERS

The OPEN FORUM

Individual Views Frankly Expressed

Editions Sold as a Unit

WHAT difference does it make to the advertiser whether he buys 45,000 circulation combined in the morning *Telegram* and the evening *Post*, or whether he buys the same amount of circulation in an evening paper that starts out with its first edition at 9 o'clock in the morning, runs anywhere from four to eleven other editions during the day, and comes out with its final at seven at night? The circulation of all these editions is sold as one circulation. Why shouldn't the advertiser criticise the "forced" buying space in these numerous editions of a so-called single paper?

So far as Bridgeport is concerned, the advertiser has the choice of buying the *Post-Telegram* combination with 45,000 circulation at 15c., making a complete coverage of the Bridgeport trading territory, with one expense for cuts, copy and checking; or he can buy 10,000 circulation in the same territory for 5c.

The difference in these rates per line per thousand of circulation represents the economies effected by issuing two papers from one plant, to say nothing of the inability of the small medium, because of its greater overhead, to render any of the much sought cooperation for the national advertiser and the agency.

EDWARD FLICKER, *General Manager*
Post-Telegram
Bridgeport, Conn.

Buying "Gross" Circulation

WHEN advertisers and agency space buyers stop buying newspapers on the basis of gross circulation—then and not until then will such problems as compulsory combination newspapers, exorbitant differentials between local and national rates and the evils of forced circulation getting adjust themselves.

Newspaper men tell me very frankly that in any given city the paper that has the larger circulation gets the business. It doesn't make any difference what kind of circulation this is or where it is. So the *Baltimore Suns* and the *Kansas City Stars* and the *Springfield Republican News-Unions* say to the advertiser, "See what large circulation we can give you. Look at our milline rate," and the advertiser pays and pays and pays and doesn't know what he is paying for.

In Springfield we have a given amount of money to spend. It is all we can afford to spend in Springfield. We told Mr. Bowles we wanted to buy half his circulation. He won't sell it because he says most of the advertisers want all of his circulation and he is a wholesaler of space and not a retailer. To his credit it may be said he does give a wholesale rate in his four papers and he gives the national advertiser an even break with the local advertiser.

How quickly morning and evening combination newspapers change their tactics when another newspaper in the same town begins to give them real competition! We hope that the *Worcester Post* grows mightily in circulation and advertising power, then we will be able to buy space in the *Evening Gazette* and the *Post* separately from the morning *Telegram*. Let advertisers begin to study newspaper circulation as qualitative. Let them educate their agency space buyers to dig down and give them the real facts regarding newspapers in each city in which they advertise and let them have the courage to resist the pressure of dealers inspired by newspapers. Our purchasing agents test everything they buy for quality. Let us test newspapers the same way.

S. E. CONYBEARE, *Assistant Sales Manager in Charge of Advertising,*
Armstrong Cork Company, Linoleum Division, Lancaster, Pa.

Merchandising Radio

I LIKE the Edgar H. Felix article in your March 9 issue very much. It very definitely puts a finger on short-sighted retailing.

It seems a shame for a manufacturer to spend the development time; for the engineer to expend his energy and experience in design and development; for the manufacturing division to institute and safely maintain all its inspection and production care; for the sales and advertising divisions to direct their energies toward developing an understanding and appreciation of quality in the mind of the prospect, all to the point where he makes an expenditure of between $400 and $500, only to have a dealer, for the sake of only a few cents, substitute an accessory with a performance which tears down all that has been built up for him.

Fortunately, in the minds of the buying public there has developed a quick appreciation of the radio industry. The public appreciates that there are a few manufacturers, long established in other lines of business, who have turned their experience of successful business conduct to radio. The policies which made them successful are reflected in their products, their methods of distribution and the organizations they gather about them. The radio buyers who do not get complete satisfaction with their purchases will realize that they did not exercise the same judgment in purchasing as they did when they bought their automobiles, their pianos, or even their wearing apparel.

ROY DAVEY, *Advertising Manager*
American Bosch Magneto Corp.
Springfield, Mass.

Educating the Public to Radio

I THINK that Mr. Edgar H. Felix (issue of March 9) has very clearly set forth some of the most important problems before the radio industry today. There is no doubt that the future of radio depends greatly upon the character of the programs broadcasted and upon clearing up the present conditions among broadcasting stations.

The owner of an automobile has the whole country as a playground, and may gage the pleasures of motoring as his fancy dictates; whereas the owner of a radio set is forced to accept what is offered him by those who control the broadcasting stations. It took some time to educate the public to the benefits of motoring, and likewise it will take time to educate the public to the pleasures of the radio.

More straightforward facts regarding the initial cost of radio sets I am sure would be welcomed by the consumer. Many people have been led to believe that a set costing $50 can be taken home and immediately put into operation; whereas the truth of the matter is that twice this amount, or more, has to be spent in antennæ, lightning arrestors, batteries, tubes, eliminators, chargers, etc.

There are untold possibilities and pleasure in radio, and it is up to those who control it to impress this upon the public by sound merchandising methods and intelligent broadcasting policies.

ALLAN BROWN, *Advertising Manager*
Bakelite Corporation
New York

Before you buy Window Displays ask these 5 questions

1. *Do you have your own plant?*

   This means manufacturing knowledge, proper supervision, control of operations at every stage, better product—dependable delivery. Besides—you can't add two profits without adding to cost—and you can't shade both profits without shading *quality*!

2. *Do you do your own mounting and finishing?*

   The same applies to this question as to the first—especially the last part of the first!

3. *Do you have your own art department?*

   This question is important because it involves experience, expertness in the specialized technique of art for displays, skilled adaptation of thought to medium, effectiveness of the whole. All of which takes many years to gain—and none of which can be bought haphazardly "on the outside".

4. *Do you specialize in window and counter displays exclusively?*

   It stands to reason that an organization that concentrates on just one type of product can bring more skill and more experience to the manufacture of that product, more efficiency and adaptation of equipment to its production, and more ultimate economy of cost!

5. *Has your creative staff much retail merchandising and advertising experience?*

   And this is by far the most important, because without a background of "back of the counter" *knowledge* and substantial advertising and merchandising experience, a display is just so much inert ink and paper. It's what is *back* of a display that moves merchandise and makes sales—and not even the best of lithography and the finest of art work can compensate for a lack of merchandising thought!

   And to all of these questions, this organization can emphatically answer—

Yes!

EINSON-FREEMAN CO INC

LITHOGRAPHERS

Specializing in window and store display advertising

Offices and Lithographic Plant

511-519 East 72nd Street New York City

Salability

THE editors of "Printers' Ink" permitted a contributor to state in the leading article of the March 3 issue: "If a thing cannot be readily sold, its commercial value is nothing to get excited about."

Of all the false generalities this is one of the falsest.

I defy "Printers' Ink" and its contributor to name six things that can be readily sold! I might even cut the number down to three, to make it a little more of a sporting proposition.

It is granted that salability varies between different things. A ticket to the Follies is more readily salable, say, than a trip to the dentist's. Also, it is conceded that the salability of the same thing may vary from time to time, witnesseth Florida lots. Time was when these might almost fairly be said to be readily salable.

The complexities of modern life and natural human inertia prevent practically all things from being readily salable.

Then, the problem confronting all of us is, how can we cut down the cost of making sales?

The answer is, by making use of each known sales instrumentality to the limit of its economic possibilities.

That, my friends, is a large order. Especially, when we think of all the forms of selling effort that exist today.

The salesman has certain functions; direct-mail methods have theirs, and publication advertising has its.

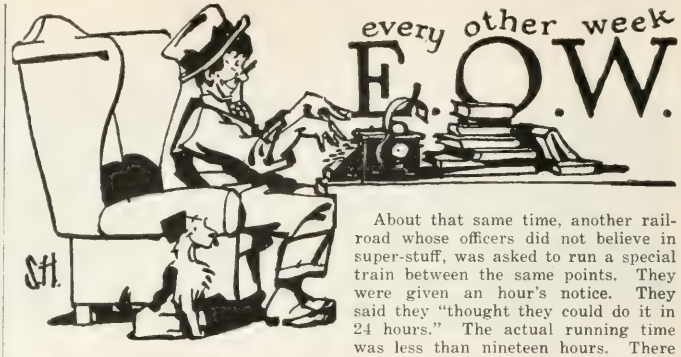
The functions of all of these are more or less interchangeable. And that is where the problem becomes intricate. If we use the salesman to do work that can more rapidly and economically be accomplished by direct mail or publication advertising, sales efficiency falls off and costs mount. Likewise if we depend upon either or both of the two latter forms of selling effort to do what only the salesman can do, we spend money to ill effect.

Salability is increased by sales strategy.

A. R. Mayer.

for
INDUSTRIAL POWER
608 *So. Dearborn St.*
Chicago, Ill.

INDUSTRIAL POWER increases salability by conveying your story wastelessly and economically to men who can and will buy.



What's Wrong with This—Business?

Judged by surface indications, the men's furnishings business is not in a healthy condition—in New York, at least. For, all over town, at practically all times of year, "clearance" or "reduction" or "dissolution" sales are in progress.

Are there too many haberdashers? Or is style so important a factor in the business that stocks must be sold at cost—or below—as a matter of self-protection?

"Super-Stuff"

Jesse R. Sprague has an article in the March issue of *Harper's* which every up-and-coming sales-manager should read. Its title is "The Go-Getter Abroad." And it explains why, outside of the U. S. A., strong-arm methods of salesmanship are a failure. Eventually, it will be found, I believe, that they are a failure here. But that is only one man's opinion. The point Sprague drives home is that high-powered pressure defeats its own purpose.

Something Sprague says in the article under consideration reminds me of something that happened a good many years ago. One of the western railroads had contracted to handle a special train. For reasons which need not be given here, it was highly important that the train be operated in a way that would give satisfaction—and more—to the men who had chartered it. The schedule was fast, but not unreasonably so. The finest equipment at the company's disposal was provided and a picked crew was assigned to see that everything was done that could be done to make the run a success.

A few days before the special was due to leave on its 1000 mile flight across the plains, the railroad's ranking passenger official held a "get together" meeting, which was attended by pretty much everybody who had to do with the operation of the train. In words that burned, he told them how vitally important it was that the train establish new records for speed and service.

Well, the great day came. The special left on time. It reached its destination nine hours late!

About that same time, another railroad whose officers did not believe in super-stuff, was asked to run a special train between the same points. They were given an hour's notice. They said they "thought they could do it in 24 hours." The actual running time was less than nineteen hours. There were no "hurrah" meetings—no waving of flags—no strong-arm methods of any kind. They took what came as all in the day's work.

Write your own moral.

The Radio Programs

In their perfectly natural desire not to give radio advertisers publicity which they are not paying for some of the newspapers have carried things to a point which makes the radio column almost valueless. The New York Edison Hour, for example, is listed as "8.00 p. m.—String ensemble." And other equally interesting affairs are indicated with equal vagueness—"concert orchestra," "Russian band," "talk," etc.

It is, perhaps, too much to ask that the newspapers go so far as to name the thousand and one advertisers who use the radio for promotional purposes—but can't they, out of consideration for their readers, do just a little bit more than they are doing?

In Twenty-five Years

Here is an extract from the annual report of the Gillette Safety Razor Company:

> It seems but yesterday that a single room on the top floor of 394 Atlantic Avenue, Boston, contained the entire manufacturing equipment of the Gillette Safety Razor Company. With one sharpening device and a few other machines, production began with a nominal capital investment of five thousand dollars.
>
> On this, our Silver Anniversary, the Company's manufacturing plants and warehouses in this country and abroad occupy more than sixteen acres of floor space. Today the aggregate value of the Company's shares in the open market approximates two hundred million dollars.
>
> Important as they are, buildings, machinery and capital represent but one phase of the growth of the Company. The development of its man-power is, to me, even more remarkable than the Gillette Company's material expansion. It seems to have been the good fortune of the Company to attract and hold unto itself men and women of unusual vision and ability.
>
> If all the buildings were destroyed tomorrow, they could be comparatively easily replaced. The real wealth of the Company is in its brain-power and in the goodwill its products enjoy in the minds of millions of people, here, abroad and in the far corners of the earth.
>
> —King C. Gillette, President.

I doubt if a more eloquent tribute to the power of advertising has ever been written. Read it—and wonder!

JAMOC.

The HOME FORUM

(conducted by Better Homes and Gardens)

How often the methods which bring success in modern business are based on the strategy of players appearing in earlier acts on the world stage!

For more than ten years, the Greeks besieged Troy. Countless other cities had fallen before their plan of attack. But in ten years, it failed to get them even a foot in the Trojan gate.

Then Ulysses spoke up in conference: "Since our present system leaves Troy unconquered, let's try a different attack." That point marks the beginning of success in the Trojan conquest.

America has many manufacturers whose goods are sold in nearly every city in the United States. When they check their distribution, the percentage rivals that of the purity of floating soap.

But in a check of the actual homes in which their product is used, the percentage drops to 40, or 30 or less. Millions of homes are still unconquered by their advertising attack.

In such cases, modern sales executives are taking a page from the Book of Experience as written by Ulysses. They vary their attack. Their advertising plans include publications giving them a new entree to homes which they have not sold before.

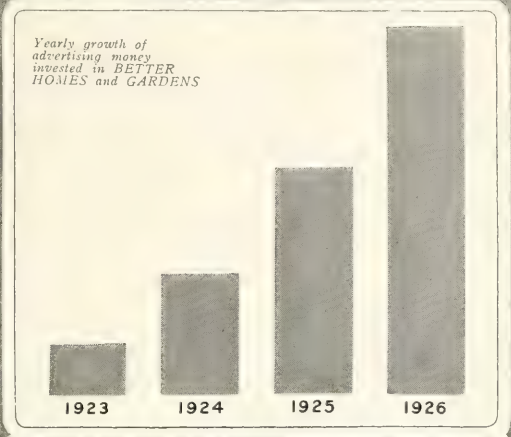
To the manufacturers of products for the home and family, BETTER HOMES and GARDENS presents a new approach to 850,000 American homes. From its complete home background, their advertising story gains greater interest than ever before.

A glance through the current issue of BETTER HOMES and GARDENS will show you how many advertisers are taking advantage of this opportunity to build a stronger sales contact with substantial home-owning American families.

BETTER HOMES *and* GARDENS

Devoted to the nation's greatest business

HOME-MAKING



RESULTS
Make Advertising Grow

UNDERLYING the score of factors responsible for the tremendous advertising growth of BETTER HOMES and GARDENS is this one basic reason—

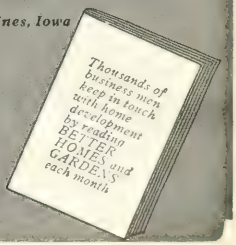
BETTER HOMES and GARDENS has given advertisers a more than satisfactory return on their investment.

That is why so many manufacturers of products for home or family, and the merchants who sell their goods, have come to recognize BETTER HOMES and GARDENS as essential in a thorough job of advertising to the American Home.

BETTER HOMES and GARDENS

E. T. MEREDITH, Pub., Des Moines, Iowa

ADVERTISING OFFICES:
NEW YORK, PHILADELPHIA
CHICAGO, MINNEAPOLIS
KANSAS CITY, ST. LOUIS
SAN FRANCISCO



PROGRESS

The April 1927 issue of

The
Shrine Magazine

is the largest issue in both lineage and revenue since its inception.

There are a number of reasons for this. *Do you know what they are?*

NEW YORK · CHICAGO · BOSTON

When we accept your addressed sales literature or samples for delivery in Greater Cleveland, we agree to have our trained carriers ring the bell and hand the envelope to the person addressed. And on the day specified by you—whether you have 5,000 or 225,000 pieces. Rates aren't high, either; for instance, you may have addressed matter weighing as much as four ounces the piece delivered for not more than $10 per thousand.

SHOPPING NEWS
5309 Hamilton Ave.
CLEVELAND



Fifty Firms

[CONTINUED FROM PAGE 24]

would replace each article which was not satisfactory, but they did not, in their literature, obligate themselves to refund the original purchase price. Five agreed to replace the product or refund the original purchase price. A similar number promised to replace any article that proved defective in workmanship or material.

ONE of the most valuable results from such a study is a comparison of the retail price of merchandise distributed from house to house with similar merchandise sold through other channels, taking into consideration not only the amount of money involved but also the quality, style, and service offered with the sale. A definite comparison, however, is out of the question. Surprisingly few of the forty-six organizations attempted to suggest that their product was distributed at a lower cost.

Most of the literature, while it did suggest that prices were low, did not make comparative statements. The statement of one company manufacturing a window washer was typical: "One small cost solves the problem for good and makes . . . a permanent household blessing."

Another example suggested that an organization selling from house to house does not, of necessity, sell altogether on a price basis.

Compensation is one of the most important questions in which the prospective agent is interested; only two replies failed to refer to that subject. The details and amounts were as diversified as were the products to be sold. No two were identical.

The most common method of compensating agents proved to be that of giving a commission. Of the forty-four replies which mentioned this subject, twenty-seven used the commission method of paying. It is of some significance to note, however, that thirteen or approximately twenty-five per cent required their salesmen to buy outright for resale. Of the companies replying, four made optional either of these two methods.

Of the thirty-one firms using or making it optional to use the commission method, the majority offered a flat commission. Some concerns manufacturing a variety of articles offered them to agents at different rates of commission. One firm selling men's clothing offered the equivalent of twenty per cent on overcoats, twenty-five per cent on men's suits, and thirty per cent on caps.

In four instances a straight commission was offered to the representative who merely took orders and collected the advance payment; a higher gross profit was offered to those who would buy the product outright and resell it at the stipulated price. For example, a silk manufacturing company offered a twenty-five per cent commission for outright sale while offering only twenty per cent for C.O.D. orders mailed direct to the customer.

One of the most surprising results of this survey was the discovery that low commissions were offered by most house-to-house sellers. The largest single group offered between twenty-five and twenty-nine per cent, pre-

FORMS CLOSE . . .

five weeks preceding

THIRTY-SIX years ago this month Mr. George Batten sat alone in his office.

Alone? In that tiny cubicle he had just rented at 38 Park Row there was scarcely room enough for one man.

Mr. Batten sat writing an advertisement. The hour was noon. At sundown a newspaper would close its forms for the issue in which that advertisement was scheduled.

At four o'clock Mr. Batten had "caught" his first insertion. . . .

In the month ending January 15, 1927, George Batten Company, Inc., placed in the hands of magazines some 712 advertisements.

Ninety-eight per cent (about 700) were placed there comfortably in advance of official closing dates. The remaining two per cent, of course, caught the scheduled insertion, but with less margin. Publication men tell us that this high average, which we have held to month in and month out, is one of the reasons why the make-up men in their composing rooms think so well of this agency.

From which fact, depending upon your point of view, three conclusions might be drawn.

First, you might say that these advertisements did not suffer hurried production; that there was ample time for the "free creation" that results in outstanding copy; that there was time for high standards of mechanical excellence to be met; that the early arrival of the copy did much to insure a good position for these advertisements.

Or, secondly, you might say that despite a rather phenomenal growth in our business we were comparatively free from overgrowth.

Or you might even point out, just as the office wag delights to indicate, that the goal of every self-respecting advertisement is to get itself printed. Which is only his way of saying that if your advertising is scheduled for page 42 of the June issue of McCall's, it is very important that it be there when some two million-plus pairs of eyes fall on the page.

GEORGE BATTEN COMPANY, INC.

Advertising

Bernhard Cursive

This beautiful new type face is designed by Lucian Bernhard to express Charm, Grace, Elegance and Delicacy.

HARPER'S BAZAR

selected it for their new layout as the leading Display type for Headings and Captions

Ask for our Portfolio of Inspirational Prints

The BAUER TYPE FOUNDRY inc

New York · 239 W. 43d Street

75 Typewritten Pages of Merchandising Fact and Figure for $150.00

On the Industry You Are Working On

This is the Business Bourse's justly famous quick service research service, available now for over 400 separate industries. It contains real hard-to-get facts and figures; keen, experienced appraisal of conditions in the industry; is illustrated with hand drawn graphic charts and maps, and comes in loose leaf binder.

Your research dollar cannot buy as much in any other way.

Ask at once for table of contents on whatever industry you are working at.

THE BUSINESS BOURSE

J. GEORGE FREDERICK, PRES.

15 West 37th Street (Wisconsin 5067) New York

In London, Business Research Services, Ltd.

sumably on the retail selling price, while twenty-one of the thirty-one (over two-thirds) gave a commission of less than thirty per cent. This fact is certainly contrary to the widely expressed statements that such articles commonly carry commissions of forty, fifty, sixty per cent.

RATE OF AGENT'S COMPENSATION

	Commission*	Outright Sale*
15%-19%	5	0
20%-24%	6	0
25%-29%	10	1
30%-34%	2	2
35%-39%	1	1
40%-44%	2	3
45%-49%	1	4
50%-54%	2	2
55%-59%	1	3
125%	0	1
"High rate of commission"	1	0

*The option of either method was offered by four companies.

As might be expected, because of the added risks assumed by the agent those companies selling outright for resale offered their prospective agents a larger gross income. With only seventeen offering this method, the number is too small a sample for a definite conclusion. The most common range of gross profit, however, was forty to sixty per cent. Roughly, the differential between these two methods of sales is twenty to thirty per cent of the retail value. While it may be assumed that this higher return exactly compensated for the risks which were transferred from the manufacturer to his agent, in all probability a good portion of it is for the purpose of continually attracting new representatives with little thought for repeat orders.

In addition to the stated gross margin or the authorized commission many of the companies offered bonuses of one type or another. The most common method was to encourage the placing of orders of substantial size within a specified period of time.

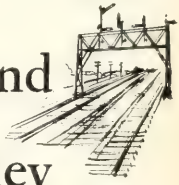
In each case, when the salesman was paid a commission he was expected to secure a down payment which equalled his commission. In this way, so he was told, he received his remuneration immediately and the company assumed the responsibility of delivering the order and collecting the balance which was ordinarily accomplished by sending the order C.O.D.

TWO methods were used by companies which expected agents to buy outright and resell. Those that demanded the full amount with the order were in the minority. In each one of the remaining cases, however, a small deposit had to be sent in with the order while the remainder was to be paid by the agent at the time he received the merchandise. "You buy the scooters direct from us in lots of ten for cash or on a C.O.D. basis," wrote one manufacturer. "Your cost is $1.00 per scooter and you sell it for $1.50, giving you a profit of fifty cents per sale. You deliver the scooters and collect for them."

Over one-half (twenty-eight concerns) stated in their correspondence the financial return any prospective salesman could reasonably expect if he sold the products of those organizations. While two placed it at less than $50 per week for the beginner, nine stated that their salesmen could confidently expect $50 to $100 per week,

New York Central  Seaboard Air Line

Pennsylvania  Chicago & Northwestern

 Lackawanna  Long Island 

Baltimore & Ohio  Lehigh Valley

*New York, Ontario & Western  Santa Fe

*Erie  New York, New Haven and Hartford

Southern Pacific Lines  *Jersey Central

Canadian National—Grand Trunk 

Ulster & *Delaware  Great Lakes Transit

Great White Fleet  Fall River Line

Canada Steamship Lines  Colonial Line

Northern Navigation  Old Dominion

are some of the transportation companies who

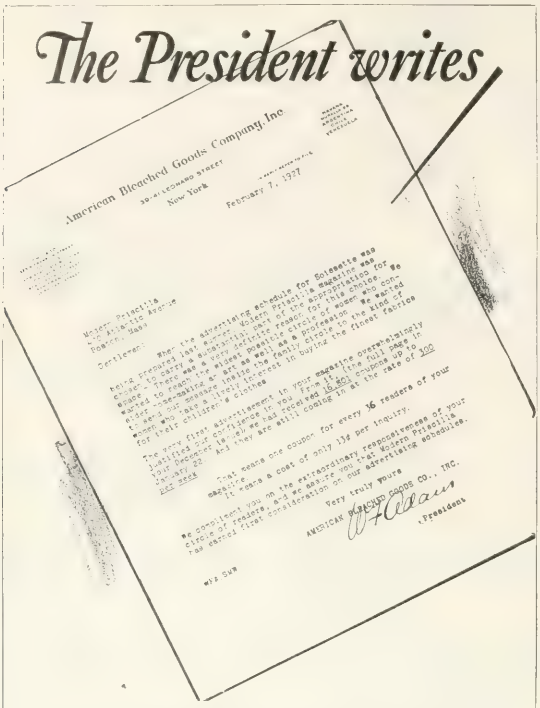
Used The New York News in 1926

*These advertisers each spent more money in The News in 1926 than in any other New York Newspaper.

THE NEWS

New York's Picture Newspaper

Tribune Tower, Chicago 25 PARK PLACE, NEW YORK



Letters like this in our files written by the heads of great industries tell in eloquent terms why year after year advertisers who want to send their message inside the family circle place Modern Priscilla FIRST on their list of advertising media.

Send for information telling how this manufacturer through a single advertisement in Modern Priscilla bought inquiries from interested housewives at only 12½c per inquiry!

MODERN PRISCILLA
ARTHUR J. CROCKETT, *Advertising Director*
470 Atlantic Avenue Boston, Massachusetts

Free! Ponton's Mailing List Catalog
List o' Trades and HOW to *Reach 'em.*
R. G. DUN Statistics
108 PAGES. 8500 DIFFERENT LISTS
Write for your copy today.
THE W. S. PONTON CO., Inc.
307 SIXTH AVENUE NEW YORK

Put "Life" in Your Window Displays
through the use of our **Mechanical Advertising Books.**

Leading firms report greatly increased sales as a result. So will you. Write for interesting particulars.
CHESTER MECHANICAL ADVERTISING CO., Inc.
188 W. 4th St., N. Y. C.

and ten felt that their representatives could earn from $100 to $200 per week selling their products.

ESTIMATED INCOME AT OUTSET

$0-$49 per week	2
$50-$99 per week	10
$100-$199 per week	10
$200-$299 per week	2
"Bigger earnings"	1
"The surest direct road to a highly remunerative future"	1
"At night you can easily make $12 an hour"	1
"You'll make big money"	1
"Unusual opportunity to make real money"	1

In order to facilitate the efforts of their men, forty companies stated in one or more places in their correspondence that they would assist each salesman who would sell their products. Only one, however, offered anything which resembled organized training material. Only a few made even such definite commitments as this manufacturer of women's sport wear, who wrote, "We issue current literature and our house organ the . . . which contains excellent leads and instructions for the assistance of our representatives in their work." Among some of the other helps mentioned were: A sample that could be used for demonstration purposes as a "door opener," advance cards to be mailed to "prospects"; and leaflets and circulars to be left with the customer or to be circularized in the agent's territory at the expense of the manufacturer. Most of the offers, however, were as indefinite as this one, made by a manufacturer of men's shirts who says, "The salesman is furnished with order blanks, envelopes, tape measures, bonus charts, instruction sheets, identification certificate, and other very valuable supplies that you will find helpful."

Few of the forty-six organizations expressed any opinion concerning advertising although four explained with some pride, and in detail, the fact that they advertised nationally. One company stated that it assisted the agent financially in inserting local newspaper advertisements; three reported that they were prepared to offer to each agent, at cost, circulars and hand bills with his imprint. Not one of the forty-six stated that its product was sold at a low price because the company did not advertise.

THIS survey presented some valuable points of view concerning the merchandise and the attitude of the company toward its sales policies. The letters and literature were carefully read with the idea of estimating the reasonableness of the assertions concerning both the products to be sold and the opportunities open to prospective agents. As a result of the standards which were established, no "under-statements" were found, although the literature of twenty-one companies was classed as "reasonable." An example of what was considered to be a reasonable statement concerning the product read: ". . . Products are guaranteed to give satisfactory service with hard use." A reasonable statement concerning the opportunities of the prospective agent read: "Selling our . . . is not a proposition that is going to make you rich, but if you have a sample on hand and show it to enough customers every day, you will find that it will sell readily and bring you a good income."

Out of a total of forty-six however, twenty-five (slightly over fifty per

How a million men gain clearer vision

SCATTERED throughout the country are more than 1,110,000 alert business men who are always in touch with the current developments in their industries or professions. Their thorough grasp of present conditions makes it possible for them to have a clearer vision of the future.

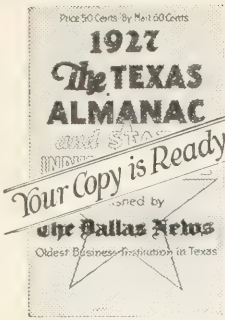
This group of more than one million men spend over $3,334,000 annually in subscriptions to the Associated Business Papers. Each one of the million looks to the Paper of his particular field to visualize for him the true conditions of the moment—to portray all outstanding accomplishments—to forecast future trends.

Only to business papers that faithfully perform a constructive service in the fields that they cover, is granted the privilege of membership in the A. B. P. Each one of the 122 member papers is an authority in its own field.

ASSOCIATED BUSINESS PAPERS, INC.
52 VANDERBILT AVENUE, NEW YORK

ABP ABC

An A. B. P. paper is always an A. B. C. paper



"This volume is jammed full of up-to-date information, and should be in the hands of every agent and salesman in the State of Texas. If you do not already have a copy I would suggest that you order one from The Dallas Morning News immediately. . . . We cannot too highly recommend this book to you."

—From a circular letter by M. F. Lackey, Manager, Pierce Petroleum Corporation, to all agents, salesmen and supervisors in Texas.

"INDISPENSABLE" is a strenuous word to apply to *anybody's* publication, but if knowledge of the conditions which influence sales in Texas is essential to *your* business—The Texas Almanac and State Industrial Guide is the one reference book you've simply got to have.

More than one time will come when a copy of this book at your hand will save you many, many times its trifling cost.

The Almanac is prepared by The Dallas News —without bias or prejudice—that those who wish to know Texas may be served.

By mail, in paper covers, 60c; in cloth, 85c.

The Dallas Morning News

Texas' Oldest Business Institution

The newest, most luxuriously furnished and conveniently situated hotel in the metropolis. The town home of many distinguished authors, producers and stars of the stage & screen

The BELVEDERE New York

48th STREET WEST of BROADWAY, (Near Times Square)
Large room, private bath for one - Four Dollars - for Two
Five Dollars (serving pantry optional) - - - Restaurant
CURTIS A. HALE, Managing Director BOOKLET FREE

Broad Gauged NEWS

from all sections of the country and all branches of the industry gives the American Lumberman outstanding reader interest. And, of course, a paper must be read to be a good advertising medium.

American Lumberman

Est. 1873 CHICAGO A.B.C.

ADVERTISING DIGEST

Selling Aid Advertising Digest, issued monthly, keeps you abreast of new ideas. Indexes *all* articles in current issues of advertising publications. Classified under subjects and lines of business, etc. Clearing house of profit-winning data, plans, etc. Send 10c. with your letterhead, for sample, plan, cost, etc.
SELLING AID, 622 No. Michigan Avenue, Chicago

Bakers Weekly A.B.C.-A.B.P. New York City
NEW YORK OFFICE—45 West 45th St.
CHICAGO OFFICE—343 S. Dearborn St.

Maintaining a complete research laboratory and experimental bakery for determining the adaptability of products to the baking industry. Also a Research Merchandising Department, furnishing statistics and sales analysis data.

cent) were declared to be "overstatements." As examples of overstating the products the following are typical: "No wonder ninety-nine out of a hundred say it is the best thing that they ever saw"; "The value is too big for any man to resist." Overstatements of opportunities were even more numerous. A few of them read as follows: "Here is a chance to make $100 a week from the very start." "The very day you start out, you will begin piling up orders—and by the end of the week you should have at least ten $10 bills in your pocket." "Hundreds are making all the way from $75 to $200 a week and a whole lot of them never sold goods before in their lives."

"Big money"; "unusual opportunity"; "you can make at least four sales an hour"; "the position you have been waiting years for"; "the chance of a lifetime"; "the thing you wished for a thousand times"; "it is astounding," and similar statements were common.

THERE are many house-to-house selling organizations. The number appears even larger than it is, because it is common practice for the same organization to solicit agents and business by the use of different company names. Although many sell specialty products of a wide variety, a surprisingly large proportion seek the distribution of convenience, and staple shopping merchandise.

For the most part these organizations are apparently relatively new and inexperienced, with little financial backing, although their average credit rating, as given by one mercantile agency, is as good as might be expected in any other field.

Two conclusions can be drawn from the types of offers extended in their literature. In the first place, these companies do not explain in detail the requirements for successful house-to-house selling, nor do they give details concerning the products to be sold. The agents of many firms are expected to solicit orders with nothing more than a general description of the product to be sold. In the second place, a goodly number of such advertisers are apparently most interested in selling to the prospective agent, for cash or C.O.D. as many units of their product as is possible. Although the members of this group encourage large initial cash orders, they fail to offer much selling help which would be of practical value to the purchasing salesman or agent. Bonuses are offered for quantity purchases or sales, bonuses which, if commonly attained, would greatly increase the selling expense. The success of such an organization may, therefore, depend as much upon the rapid turnover of sales representatives as upon its sales to bona fide consumers.

Most house-to-house selling organizations appear willing to refund any advances made by agents either for a selling outfit or, to a less extent, for merchandise. Many also place some guarantee upon their products. These guarantees, however, are vague and would be of little actual value to a dissatisfied customer were the manufacturer morally irresponsible.

Surprising as it may be to some, these distributors do not unanimously claim that their products are distributed at a lower cost. Naturally, in writing to the prospective agent the organization primarily mentions high

POWER

Devoted to the Power Problems of All Industries

Fred R. Low

Editor in Chief. Past President A.S.M.E., Past Member American Engineering Council, Chairman A.S.M.E., Boiler Code Committee, Chairman A.S.M.E. Power Test Code Committee, Author of several Engineering works, Member Nat. Assoc. Stationary Engineers—an outstanding figure in the industry. Editor of POWER for 37 years.

A. D. Blake

Associate Editor of POWER for 15 years. Graduate Mechanical Engineer, 3 years power plant construction experience—Member A.S.M.E., N.A.S.E., Member A.S.M.E., Sub-committee on Industrial Power.

C. H. Berry

Associate Editor. Formerly Assistant Professor Steam Engineering at Cornell, then Technical Engineer of Power Plants, Detroit Edison Company. Member A.S.M.E. Power Test Codes Committee, Chairman A.S.M.E. Sub-committee on Steam Turbines, Member American Refractories Institute.

F. A. Annett

Electrical Editor. Five years instructor in Electrical Engineering, five years in the design, construction and operation of electrical machinery, and eleven years on POWER Editorial staff. Member A.I.E.E., N.A.S.E. and Association Iron and Steel Elec. Engineers.

L. H. Morrison

Oil Engine Editor. Graduate Mechanical Engineer, 15 years experience in design, erection and operation of oil engines. Sec. Gas Power Section of A.S.M.E., Member N.A.S.E. Author authoritative works on oil engines.

P. W. Swain

Associate Editor. Graduate of both Yale and Syracuse. Instructor in Power Engineering at Yale for two years. Chairman Papers Committee of American Welding Society, Chairman Sub-committee of bibliography of feed water investigation, A.S.M.E. and N.E.L.A. Member N.A.S.E.

A. L. Cole

Three years of design experience. 8 years as chief engineer of a 15,000 kw. station. Specializes on boilers and powdered fuel. Member A.S.M.E.

Thomas Wilson

Western Editor. Graduate engineer, 20 years practical experience. Member A.S.M.E. and Western Soc. of Engineers. Member Executive Committee of Chicago Section A.S.M.E. Member N.A.S.E.

F. L. Beers

Copy Editor. Member of POWER Staff for 25 years to whose hands all copy must go for final check and approval.

These Men Make POWER

Published at 10th Ave. and 36th St., New York

Typical Testimony!

"I consider the ads in POWER one of the most valuable assets of the paper, as they are read and used by me very extensively."

Chief Operating Engineer,
Big New England Shoe Manufacturer

"If we want to buy anything, we just pick up POWER, look the ads over and as a rule we find what we are looking for."

Superintendent,
Public Utility Company

A.B.P. A.B.C.

If you are seeking to cultivate the Buying Power in the power field, let us show you how POWER can help you—to analyze the market—to reach the influential men in that market.

POWER

A McGraw-Hill Publication

returns recurring to the agent, not the cost to the customer. Not one company states that its product is cheaper because the company does not advertise. In fact, several of the firms do advertise nationally and encourage their agents to advertise locally.

Most companies expect their salespeople to work on a straight commission, all expenses to be paid by the agents. The common commission is relatively low, twenty-five to twenty-nine per cent. Since many concerns give bonuses of various types the average, however, would normally be slightly higher. These figures are approximately the same as the gross margin secured by department stores. On the other hand, the margins allowed agents for outright purchase are generally much higher and somewhat out of proportion to the added risks assumed.

The exaggerated statements concerning remuneration and general value of an agency appear to be the result of youth capitalizing upon the exceptions, rather than upon the averages. While such action cannot be commended, it is not peculiar to this type of selling.

How the Candy Industry Will Be Advertised

[CONTINUED FROM PAGE 36]

the unsatisfactory profits made of late years by the average candy maker. New customers and increased consumption were indicated to restore the industry to its former prosperity.

Now it is easy to foresee that any advertising appeal to the American people to increase their big bill for candy, would start a thrilling but unprofitable controversy, in which the users of free space would have the best of it. For there is still some prejudice against candy, due perhaps to the failure of the industry itself, up to this time, to educate the public in food value of sweets, their proper use, and their place in the social life of the people.

Some of the things the campaign will aim to tell are set forth in the prospectus of the "Advertising and Educational Campaign" of the National Confectioners' Association "What is candy?": What are its chief values? What are the uses of candy? When is it used? What are the candy customs? What is candy made of? What are its merits? Why is it healthful? Why should more of it be eaten? When should it be eaten for best results? Why is candy necessary for a correctly balanced diet? Why is it high in food value? Why should there be objection to eating wholesome, nourishing food products, combined in candy, when these same food products are used every day in other forms? What evidence is available that candy is not a luxury but an actual necessity? Why should growing children be permitted to eat candy regularly? Why should adults eat candy more than they do? Why does the human body crave sweets? Is candy fattening? Is candy bad for the teeth? Is candy bad for children? Are penny candies cheap and harmful? Is the craving for sweets a

The STANDARD ADVERTISING REGISTER

Gives You This Service:

1. The Standard Advertising Register listing 7,500 national advertisers.
2. The Monthly Supplements which keep it up to date.
3. The Agency Lists. Names of 1500 advertising agencies, their personnel and accounts of 600 leading agencies.
4. The Geographical Index. National advertisers arranged by cities and states.
5. Special Bulletins. Latest campaign news, etc.
6. Service Bureau. Other information by mail and telegraph.

Write or Phone

National Register Publishing Co. Inc.
R. W. Ferrel, Mgr.
15 Moore St. New York City
Tel. Bowling Green 7966

ADVERTISING? Train the Eastman Way

. . . EMPHASIZING practical result-getting methods that qualify students for quick advancement into advertising positions that PAY.

Vivid—Dramatic—DIRECT

The Eastman classroom system, by mail, under a strong faculty of keen business men.

Entirely different from the ordinary "book - course" method.

BOX 16

EASTMAN-POUGHKEEPSIE N Y
A National Institution for over Half a Century

The Only "Denne" in Canadian Advertising

We give "on the spot" Counsel and Service in your Canadian Advertising, based on years of practical experience in this field. Ask our advice on methods and media.

A. J. DENNE & Company Ltd.
Reford Bldg. TORONTO.





¶ In the center of business and theatrical New York—yet as quiet as a pastoral home, the New Forrest is a place "for rest" when rest is needed. Three hundred beautiful, inviting, homey rooms, all outside, all with baths, showers and running ice water, await discriminating guests. At $3.00-$4.50 single; $4.50-$6.00 double, you will find refinement, comfort and true economy.

Telephone—Chickering 7070
MANAGER—WILLIAM F. THOMAN

New FORREST H·O·T·E·L
49th ST. *Just West of Broadway*
NEW YORK

WHEN Typography of the most exacting nature is required all roads lead to Diamant's shop— ***and it costs no more!***
Write for booklet
E. M.
Diamant
Typographic Service
195 Lex. Ave. CALedonia 6741

HOTEL EMPIRE

New York's newest and most beautifully furnished hotel—accomodating 1034 guests

Broadway at 63rd Street.

ROOM WITH PRIVATE TOILET $2.50

ROOM WITH PRIVATE BATH $3.50

PHOTOSTAT SERVICE
RAPID—ECONOMICAL
FACSIMILES - ENLARGEMENTS - REDUCTIONS
Commerce Photo-Print Corporation
42 BROADWAY 80 MAIDEN LANE
Hanover 8993 John 3697

Established 1887 BAKERS HELPER Chicago
A.B.P. and A.B.C. Published Twice-a-month

Bakers' Helper is the oldest magazine in its field. It has given practical help to bakery owners for 40 years. The fact that over 75 per cent of its readers renew their subscriptions by mail shows they want it.

New York Office 17 E. 42nd St.
431 S. DEARBORN ST. CHICAGO, ILL.

Folded Edge Duckine and Fibre Signs
Cloth and Paraffine Signs
Lithographed Outdoor and Indoor Displays

THE JOHN IGELSTROEM COMPANY
Massillon, Ohio Good Salesmen Wanted

Jewish Daily Forward, New York

Jewish Daily Forward is the world's largest Jewish daily. A.B.C. circulation equal to combined total circulation of all Jewish newspapers published. A leader in every Jewish community throughout the United States. A Home paper of distinction. A result producer of undisputed merit. Carries the largest volume of local and national advertising. Renders effective merchandising service. Rates on request.

FREE Book on A SALES AID

Your salesmen should show skeptical prospects the testimonial letters and orders received from satisfied customers—they supply proof and get the orders. Don't leave testimonial letters lying idle in your files—give them to your men and increase sales through their use. *Send for a copy of booklet today.*

AJAX PHOTO-PRINT CO. 31 W. Adams Street. Chicago

KEEP YOUR COPIES!

At the conclusion of each volume an index will be published and mailed to you.

natural condition? Can sweets be taken into the system in any better, more pleasing or healthful form than candy? In what fields has candy positively proved its value as energy-producing food? What are the actual facts regarding its use by athletes?—in the army?—in extreme cases of physical strain or when exceptional powers of endurance are required? What do leading athletes and coaches say about the use of candy as a food? What do physicians say about the presence of sugar in the blood in proper quantities, providing stamina and staying qualities?

If you should have any curiosity about the answers to these questions, you may find them, developed in detail, as the campaign is unfolded. The advertising will appear in *The Saturday Evening Post, American Magazine, Liberty,* and *Cosmopolitan.* Twelve changes of copy will be used. After the introductory advertising dealing with the romance of candy and the food value of its separate ingredients, the copy is written and illustrated to suggest candy as appropriate gifts at Easter, Mother's Day, Hallowe'en and Christmas, candy for energy in sports, the service of candy at dinners and luncheons, cards and social gatherings.

The strategy of the campaign is to accent the candy habits already forming in American social life—the carrying of candy to one's week-end hostess, using candy in handsome gift packages to convey a greeting of sentiment or regard, the habit of a week-end package of candy in the home, and the open candy jar for hospitality, and candy properly selected and controlled for growing children.

The campaign is being managed by the Executive Committee of the National Confectioners' Association, which turned over to a sub-committee the difficult job of selecting an advertising agency. On the basis of plans submitted, the Fisher-Brown Advertising Agency, of St. Louis, was selected, and its vice-president, Harry R. Wilson, personally "sold" the campaign to gatherings of confectionery manufacturers in all parts of the country.

"Your Wants"

[CONTINUED FROM PAGE 32]

can tell at a glance the face of the card. Price per deck, $1.65."

For devotees of the bounding cubes eight sets of "Magic Dice" are offered. These, too, are for "Exhibition Purposes, Entertainments, etc." If well trained and properly cared for they are guaranteed to do practically everything from turning up the required numbers to climbing up the side of the wall. They fall generally into three classes—mis-dotted, mis-shaped and loaded—and each set of dice so doctored is accompanied by "a fair pair to match." They range in price from the simple "Tops and Bottoms" at $2.30 to the elaborate five-dice set of "Shifters" at $9.00. There can be no denying their unique value "for exhibition purposes and entertainments," while the "etc." is nobody's business but your own.

The wants of the art lover are best taken care of by a natty line of satin pillow tops. The center of each of

A Business Builder

A Protestant, thirty-three years of age, married, of Scotch-English descent, American born and reared, possessing an excellent education, enjoying splendid health, with a brilliant thirteen year record as director of sales, general manager and chief executive America's foremost manufacturers and national distributors of food products and packaged specialties, seeks new connection where big things are demanded and rewarded.

Experienced executive in sales, advertising, production, credits, finance, is capable of satisfactorily filling the position of executive officer and general manager or is willing to assume the position of director of sales of a National organization where the story must be told with "results" and "black ink figures."

Combines youth, progressiveness, aggressiveness and great skill, with experience, poise, and a personality which enables him to lead men to unusual achievements in merchandising at a profit on a large scale.

References of the highest possible character.

All replies will be held in strict confidence.

Address Box 454
Advertising & Selling
9 East 38th Street, New York City



Rate for advertisements inserted in this department is $3.00 per inch. Minimum charge $1.50. Forms close Saturday noon before date of issue.

Position Wanted

Young man seeks position in Production Department, or as executive assistant in New York agency. Two years' experience handling make-up, copy, correspondence, contracts, schedules, in magazine advertising department. Stenographer. Familiar with type, engraving, etc. Address replies to Box 455, Advertising & Selling, 9 East 38th St., New York, N. Y.

We need a combination copy writer and layout man. Prefer young man between 25 and 30. How many years you have been in advertising will not be the deciding factor—it is how much you know and can do that counts with us. The job pays $50 a week, but you must be able to earn every cent of it. This agency is two years old and fully recognized. Now carrying advertising in leading national publications. The right man can find a splendid opportunity with us. You must be able to originate your own ideas, write them to completion, visualize your illustrative treatment and make the typographic layout. You must have a good working knowledge of engraving and printing. We will want you to go to work at once. Write everything you know about yourself. Send us good references and authenticated samples of your work. Dudley Davis, Inc., Advertising Agency, Memphis, Tenn.

ADVERTISING ASSISTANT

My nine years' experience with agency, publisher, and advertising department, backed up by a college education and courses in advertising, has fitted me to assist busy executive. Thoroughly familiar with buying of engravings, electrotypes, lithography, paper and printing. Also copywriting and layouts. Familiar with advertising department routine. Age 28. Christian. Address Box 450, Advertising and Selling, 9 East 38th St., New York City.

Woman with experience as Editor of house publication making an appeal to women, wishes position as Editor of house-organ or sales publication. National reputation as writer for women's magazines. Especially qualified on subjects allied with housekeeping, interior decoration and home economics. Will work in own suburban studio or in a New York office. Address Box 446, Advertising & Selling, 9 East 38th St., New York City.

DIRECT MAIL EXECUTIVE

Seasoned experience in direct mail problems fits me, nicely, to the position of executive in complete charge of direct mail operations. I know engraving, photography, typography, paper and printing; as an organizer or systematizer I have made my mark. I'm young enough to be flexible in thought and action. Married. Available March 1st, 1927. Address Box 451, Advertising and Selling, 9 East 38th St., New York City.

EXECUTIVE, ACCOUNTANT, OFFICE MANAGER

Of character, ability and integrity; broad-visioned and energetic; versed in the theory and experienced in the practice of corporate and inter-corporate accounting, office management, and thereby well equipped to assume responsibility. Magazine or book publishing business preferred. Box 449, Advertising and Selling, 9 E. 38th St., New York City.

Advertising Solicitor—Young woman desires connection with publication or advertising agency in New York City. Several years' experience. Pleasant personality, energetic, result producer. Further details can be given in an interview. Box 452, Advertising and Selling, 9 East 38th St., New York City.

Position Wanted

PUT THIS ADVERTISING MAN WITH proven record on your payroll for just $1.25 a day. Will write your sales letters, booklets, advertisements, suggest new ideas, put a new sales vigor into your advertising copy. Write for details unusual limited offer. Box 882, Poughkeepsie, N. Y.

TWO DIRECT ADVERTISING SALESMEN WANTED

1. A seasoned man with a successful selling record who can produce sizeable and profitable business.
2. A Cub with character who is worth training. Both of these opportunities are with an established successful Direct Advertising concern with complete facilities, including printing in all processes. Localized Advertising Corporation, 2000 E. Atwater St., Detroit, Mich.

SALES executive who has successfully organized and trained numerous selling forces desires congenial, permanent connection; thoroughly experienced in high grade specialty selling using the one-call method, merchandising and advertising; age 36, Christian, married; bank, character and business references. W. S., care McKenna-Muller, 44 Court St., Brooklyn, N. Y.

Advertising Service

PUT THIS ADVERTISING MAN WITH proven record on your payroll for just $1.25 a day. Will write your sales letters, booklets, advertisements, suggest new ideas, put a new sales vigor into your advertising copy. Write for details unusual limited offer. Box 882, Poughkeepsie, N. Y.

Multigraphing

FOR **SERVICE** Telephone Barclay 3355

Multigraphing
Mimeographing
Addressing

BUREAU

19 Park Place, New York City

JOHN F. FITZPATRICK, Proprietor

Quality and Quantity Multigraphing, Addressing, Filling In, Folding, Etc.

DEHAAN CIRCULAR LETTER CO., INC.
120 W. 42nd St., New York City
Telephone Wis. 5483

Press Clippings

BUFFALO CLIPPING BUREAUS offer reliable National or regional newspaper reading service. Branch Bureaus Everywhere. General offices, One Terrace, Buffalo, N. Y.

Miscellaneous

BINDERS

Use a binder to preserve your file of Advertising and Selling copies for references. Stiff cloth covered covers, and die-stamped in gold lettering, each holding approximately 9 issues, $1.85 including postage. Send your Check to Advertising and Selling, 9 East 38th St., New York City.

these is constructed of "durable leatheroid" on which is painted in "bright colors," a delightful scene which should bring light into the home. Or if you do not use pillows in your home, No. X-391 offers "Actual photographs of pretty bathing girls of the California beaches. Very snappy poses. Cash must accompany order. Per set of ten, all different. Sent postpaid on receipt of $1.00."

Literature offers an even wider field for the taste of the aesthete. No such outworn conventions as govern our institutions of higher learning are allowed to hamper the individual's taste here.

A casual glance over the list of current offerings reveals the following titles, picked at random: "Lessons in Hypnotism," "Gypsy Dream Book," "How to be a Card Sharper," "The Practical Detective," "How to be a Clairvoyant," "Sheet Metal Workers' Manual," "Practical Bricklaying Self Taught," "Diet and Care of Children," "Standard Book of Etiquette," "Practical Astrology," "Sex Secrets Revealed," and "The Life of Abraham Lincoln."

All in all, "Your Wants" is a fascinating little book. It contains sixty-four pages in all, every one of them crammed with intriguing offers. Space will not allow us to dwell on them any further. But from the foregoing you should be able to get some idea of the treat that lies in store for you. If your "wants" are not satisfied by this generous concern, you are indeed a hard person to please.

We have only one copy in the office at present, and we treasure it too highly even to loan it to our eager friends. However, if any of our readers feel themselves overpowered by the desire to set themselves up in business, we shall be very glad to send them the name and address of the firm in question in a plain envelope. Just pay the postman a few cents on delivery.

Alex F. Osborn on Board of Trustees

Alex F. Osborn, vice-president of Barton, Durstine & Osborn, Inc., New York and Buffalo, has been elected a member of the board of trustees of the Western Savings Bank of Buffalo.

Obituary

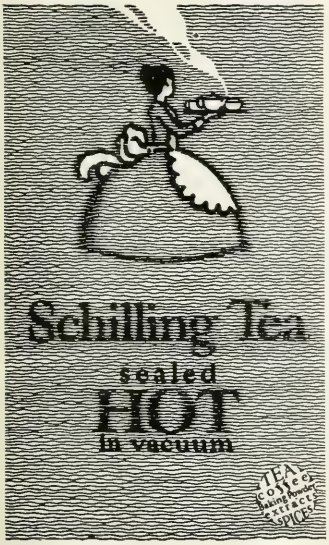
J. Ray Woltz, vice-president of the Brandt Advertising Company, Chicago, died on Tuesday, March 8, after an illness of five months.

Mr. Woltz had been active in advertising affairs for the past twenty years. For twelve years he was vice-president of Critchfield & Company, Chicago, and previous to that he was advertising manager of *Farm Life*. He was one of the founders of the Chicago Advertising Club, and served as its president in 1910 and 1911. He was also an active director of the Associated Advertising Clubs of the World.

Bureau of Advertising Publishes "Good Copy"

EVERY year the Bureau of Advertising of the American Newspaper Publishers Association publishes a booklet dealing with tendencies and usages of newspaper advertising by national advertisers. This year's booklet, "Good Copy," is probably the best thing they have done yet along these lines; a truly interesting and valuable publication.

A keynote of practicality dominates the whole. It is the Bureau's aim, not to preach a sermon, but to be as helpful as possible. Illustrations are carefully chosen with the aim to emphasize pertinent points in newspaper advertising technique, and the discussions which center around these illustrations are pointed and full of meat. For the advertiser already using the newspapers extensively, there is a wealth of idea and suggestion. The prospective



newspaper advertiser, or the advertiser who claims to have found the newspapers unsatisfactory, will find stimulation in the booklet's refreshing clarity.

Of particular interest are the discussions of the illustrative material best calculated to make satisfactory reproduction upon newsprint. The problem of illustrating the newspaper insertion has proved troublesome to many in the past. Here, however, graphic presentation shows how a little plain intelligence applied to the problem will easily solve the advertiser's difficulties.

Other chapters of interest take up subjects under the following titles: "Newsvertising," "Localizing the Campaign," "The News of Techniques," "Reforming Heavy Blacks," "Typography," "The Humanized Bank Ad," "The Happy Marriage of Copy and Pictures" and "This New Freedom in Copywriting."

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The NEWS DIGEST

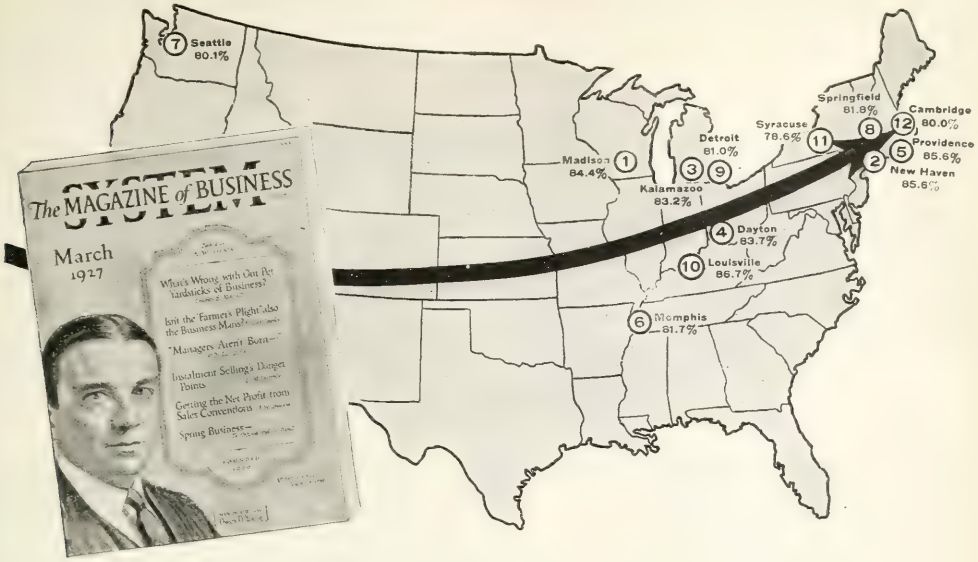
A complete digest of the news of advertising and selling is here compiled for quick and convenient reference ☞ The Editor will be glad to receive items of news for inclusion in this department ☞ Address ADVERTISING AND SELLING, Number Nine East Thirty-eighth Street, New York City

CHANGES IN PERSONNEL—(*Advertisers, etc.*)

Name	*Former Company and Position*	*Now Associated With*	*Position*
Robert Barton	Barton, Durstine & Osborn, Inc., Boston, Acc't Executive	British American Tobacco Co., Montreal	Adv. Mgr. for Imperial Tobacco Co. of Canada
A. S. Jenkins	American Chicle Co., Long Island City, N. Y., Sales Dept.	Same Company	Vice-Pres.
C. L. Furry	Edwin F. Guth Co., St. Louis	Same Company	Adv. Mgr.
O. Moon	Scott Paper Co., Chester, Pa., Vice-Pres.	Same Company	Pres.
C. V. Lally	National Tube Co., Pittsburgh, Pa.	Pittsburgh Steel Co., Pittsburgh, Pa.	Prod. Gen. Sales Mgr.
T. Berna	G. A. Gray Co., Cincinnati, Sales Mgr.	Union Twist Drill Co., Athol, Mass.	Gen. Sales Mgr.
W. L. Jacoby	A. G. Becker & Co., Chicago, Vice-Pres.	Kellogg Switchboard & Supply Co., Chicago	Pres. & Gen. Mgr.
H. V. Glen	Freeman-Palmer Publications, San Francisco, Business Mgr.	R. H. Macy & Co., Inc., New York	Ass't Adv. Mgr.
Ellis Clark	Wm. Taylor Son & Co., Adv. Mgr., Cleveland	McCurdy & Co., Inc., Rochester, N. Y.	Dir. of Publicity
David Kline	Wm. Taylor Son & Co., Sales Pro. Mgr., Cleveland	Same Company	Adv. Mgr.
O. V. Cleaver	Hotel Adelphia, Philadelphia	Benjamin Franklin Hotel, Philadelphia	Ass't Mgr.
Robert R. Thien	MacManus, Inc., Detroit	General Motors Export Co., New York	Adv. Dept.
John W. Welles	Coldak Corp., New York, Adv. Mgr.	Resigned	
A. M. Taylor	Franklin Motor Car Co., Syracuse, N. Y., Sales Pro. Mgr.	Copeland Products, Inc., Detroit	Adv. Mgr.
C. J. Eastman	Brennan-Phelps Co., Chicago	Taylor, Ewart & Co., Inc., Chicago	Adv. Mgr.
John F. Barr	Sargent & Co., Hartford, Conn., Export Dept.	Chain Products Co., Cleveland	Export Mgr.
L. L. King	Goodyear Tire & Rubber Co., Akron, Ohio, Adv. Mgr.	Resigned	
George C. Wiseman	P. A. Geier Co., Cleveland	Chain Products Co., Cleveland	Special Rep.
Charles J. Vogl	The Joseph & Feiss Co., Cleveland, Merchandising Counsel	Same Company	Sales Mgr.
Estelle Hamburger	Bonwit Teller & Co., New York, Adv. Mgr.	Resigned	
C. Don McKim	Continental Motors Corp., Detroit, Sales Mgr.	The Hercules Corp., Detroit	Vice-Pres. in Charge of Sales.

CHANGES IN PERSONNEL—(*Agencies, etc.*)

Name	*Former Company and Position*	*Now Associated With*	*Position*
Irving Bugg	Joseph Richards Co., New York, Gen. Mgr.	Burnham & Fishler, Inc., New York	Vice-Pres.
S. A. Wells	H. K. McCann Co., Cleveland, Ass't Pro. Mgr.	Same Company	Prod. Mgr.
Paul F. Witte	Robert June, Detroit, Acc't Executive	Resigned	
H. K. Carter	Morse International Agency, New York, Service Mgr.	Carter-Ruwe Co., New York	Partner
E. C. Ruwe	Edgar C. Ruwe Co., New York, Pres.	Carter-Ruwe Co., New York	Partner
Don Baker	Advertising Consultant	Hazard Adv. Corp.	Art Dir.



In CAMBRIDGE

—there are 335 industrial plants producing 110 types of merchandise. Here 25,000 workmen manufacture products exceeding in value $127,000,000 annually. Here, too, the directing heads of industrial enterprises spend more than $70,000,000 annually for materials alone, and millions more for tools, equipment, and supplies.

Because 80% of its Cambridge circulation goes to these directing heads of business and industrial enterprises, SYSTEM The MAGAZINE of BUSINESS is the logical medium for covering the Cambridge business market.

PROPRIETARY	
Owners	26
Partners	5
CORPORATE OFFICIALS	
Presidents	57
Vice-Presidents	10
Treasurers	20
Secretaries of Corporations	3
Bank Cashiers	2
OPERATIVE EXECUTIVES	
General and Assistant General Managers	26
Superintendents and General Foremen	27
Professional Men	15
Sales and Advertising Managers	7
Financial Executives	6
Comptrollers, Auditors, and Accountancy Executives	6
Purchasing Executives	4
Credit Managers	2
Sub-total (80%)	217
OPERATING AND MISCELLANEOUS	
Salesmen	26
Office Employees	9
Miscellaneous	19
Total (100%)	271

Nor is the magazine's coverage of the Cambridge market exceptional. Analysis of all subscriptions to SYSTEM The MAGAZINE of BUSINESS in 20 representative business centers shows 80.72% going to those men who control purchases for business and industrial enterprises.

CHICAGO SYSTEM The MAGAZINE of BUSINESS NEW YORK

This is the twelfth of a series of analyses of circulation in typical cities. If you missed the first eleven analyses, write for copies today!

Advertising & Selling · The NEWS DIGEST · Issue of Mar. 23, 1927

CHANGES IN PERSONNEL—(*Agencies, etc., continued*)

Name	*Former Company and Position*	*Now Associated With*	*Position*
Marsh Watkins	George Batten Co., Inc.	Erwin & Wasey Co., New York	Copy Chief
K. L. Wehmeyer	The New York News, Chicago Adv. Office	Erwin & Wasey Co., New York	Acc't Executive
F. J. McGinnis	The Edwin A. Machen Co., Toledo, Ohio. Mgr. Cleveland Office	Same Company	Vice-Pres.
G. O. McCausland	Studebaker Sales Co. of Kentucky	The Buchen Co., Chicago.	Media
A. W. Ramsdell	McDonald, Ramsdell & Wood, Detroit, Vice-Pres. & Gen. Mgr.	George Batten Co., Inc., New York	Executive in Marketing Dept.
R. E. Hutchinson	Mason-Warner Co., Chicago, Vice-Pres.	The Geyer Co., Dayton	Member of Staff
J. G. Cashin	The Griswold Press, Detroit, Sales Dept.	The Fred M. Randall Co., Detroit	Prod. Mgr.
H. T. Armer	Campbell-Ewald Co., Detroit, Acc't Executive.	Millis Adv. Co., Indianapolis	Dir. of the Creative Staff
L. H. Harvey	Adams, Hildreth & Davis, No. Tonawanda, N. Y., Secy-Treas.	The Harvey Adv. Service, Inc., Buffalo	Partner
F. G. Japha	Rand Kardex Bureau, Buffalo, N. Y., Ass't Adv. Mgr.	The Harvey Adv. Service, Inc., Buffalo	Partner
G. W. Riley	Joseph & Feiss Co., Adv. Mgr.	Fuller & Smith, Cleveland	Service Dept.
W. J. Griffin	George Batten Co., New York	Lennen & Mitchell, Inc.	Radio Broadcasting Dept.
M. Marks	Turner-Wagener Co., Chicago, Art Dir.	Collins-Kirk, Inc., Chicago	Art Dir.
R. P. Stewart	Walker & Co., Detroit, In Charge of Sales Prom.	Same Company	Acc't Executive

CHANGES IN PERSONNEL—(*Media, etc.*)

Name	*Former Company and Position*	*Now Associated With*	*Position*
S. I. A. Craig	Haire Fashion Publication, New York, Adv. Mgr.	Screenland Magazine, New York	Adv. Mgr.
W. I. Englehart	Liberty, New York Division Mgr. Adv. Dept.	New York Evening Graphic	Adv. Mgr.
R. O. Smith	A. E. Clayden, New York	G. Logan Payne Co., New York	New York Staff
E. L. Sullivan	Insurance Field, New York, Vice-Pres. & Adv. Mgr.	Resigned	
George H. Tyndall	MacLean's Magazine, Toronto, Canada, Adv. Mgr.	Same Company	Business Mgr.
R. B. Heustis	Canadian Homes & Gardens, Toronto, Canada, Adv. Mgr.	Same Company	Business Mgr.
William C. Milligan	Wordle Adv. Co., Detroit	Polk's Bankers Review, Detroit	Circulation Mgr.
Henry R. Failing	Crossley & Failing, Portland, Pres.	The Oregon Journal, Portland	Adv. Dir.
Ralph S. Thompson	The Oregon Journal, Portland, Pro. Dir.	Same Company	Classified Adv. Mgr.
Reuben D. Cahn	Bureau of Labor Research of the State of Illinois, Chief	Chicago Tribune	Staff of the Business Survey
Shepard G. Barclay	The New Masonic Outlook, New York, Adv. Mgr.	John H. Smith Pub. Corp., New York	Gen. Mgr.
H. James Gediman	Griffith-Stillings, Boston	Hearst Papers, Boston	Research & Pro.
Paul Booth	System, New York, Adv. Staff	Vanity Fair, New York	Eastern Adv. Staff
O. J. Elder	Macfadden Publications, Inc., New York, Vice-Pres.	Same Company	Pres.
Walter G. Springer	Screenland Magazine, New York, Business Mgr.	Same Company	Pres.

You Can Cover Michigan With The Booth Newspapers

The Michigan Market (Outside of Detroit) is comprised of eight compact markets with a population of over 1,000,000 people living in the cities and towns of 1000 or more population.

These and the thousands of additional families in the adjacent agricultural districts represent the true Michigan buying power.

In these markets is concentrated the industrial and agricultural interests. Millions of dollars worth of automobiles, furniture, paper, brass and iron products, etc., are produced here. Other millions are contributed by great farming interests, the world famous Michigan fruit belt being in the Booth Newspaper Market.

In seven of these eight markets the Booth newspaper is the only newspaper—in the other it is the dominant newspaper. In every Booth city the paid city circulation averages more than the number of families residing in the town.

While each Booth newspaper serves a definite market without duplication the relative proximity makes for economical routing of sales crews and keeps distribution costs at a minimum.

Standard forms of merchandising cooperation prevent confusion and dealer influence is effectively maintained by careful censorship. The Michigan Market is easy to cultivate if Booth newspapers are used.

If you haven't a copy of "The Michigan Market," write any of the Eight Booth Newspapers

Eastern Representative
I. A. KLEIN
50 East 42nd St.,
New York

Western Representative
J. E. LUTZ
6 North Michigan Ave.,
Chicago, Ill.

Grand Rapids Press | Saginaw News Courier | Jackson Citizen Patriot | Muskegon Chronicle
Flint Daily Journal | Kalamazoo Gazette | Bay City Times Tribune | Ann Arbor Times News

THE BOOTH PUBLISHING COMPANY

Advertising & Selling · The NEWS DIGEST · Issue of Mar. 23, 1927

CHANGES IN PERSONNEL—(*Media, etc., continued*)

Name	*Former Company and Position*	*Now Associated With*	*Position*
J. T. Wood	Screenland Magazine, New York, Pres.	Resigned	
T. J. Dowling	Cleveland Press, Circulation Mgr.	New York Telegram, New York	Circulation Mgr.
Percy L. Atkinson	New York Evening Graphic, Adv. Pro. Mgr.	Same Company	Pres.
H. A. Ahern	New York Evening Graphic, Adv. Mgr.	Same Company	Vice-Pres.
John R. Waters	New York Evening Graphic, Business Mgr.	Same Company	Sec'y
S. E. Thomason	Chicago Tribune, Vice-Pres.	Tampa Morning Tribune, Tampa, Fla.	Publisher & Pres.

CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS

Name	*Address*	*Product*	*Now Advertising Through*
The Globe Wernicke Co.	Norwood, Ohio	Office Equipment	J. Walter Thompson Co., New York
Scranton Lace Co.	Scranton, Pa.	Scranton Lace & Scranton Bedspreads	Barton, Durstine & Osborn, Inc., New York
Ayers Mineral Co.	Zanesville, Ohio	Molding Sand	Richardson-Briggs Co., Cleveland
Bertha Consumers Co.	Pittsburgh, Pa.	Bituminous Coal	Edwards, Ewing & Jones, New York and Philadelphia
J. W. Kobi Co.	Seattle	Golden Glint Shampoo	H. K. McCann Co., Seattle
The Detroit Soda Products Co.	Wyandotte, Mich.	Cleaning Compound	Grenell Adv. Agency, Detroit
The Biltmore Products, Inc.	Long Island City, N. Y.	Radiator Cabinets	O. S. Tyson, Inc., New York
The Charles Fisher Spring Co.	Brooklyn, N. Y.	House Furnishings and Hardware	Reimers & Osborn, Inc., New York
The Shaler Co.	Waupun, Wis.	Vulcanizers	George J. Kirgasser & Co., Chicago
Vulcan Golf Co.	Portsmouth, Ohio	Vulcan Golf Clubs	The Robbins & Pearson Co., Columbus
The American Seeding Machine Co.	Springfield, Ohio	Farm Implements	The Geyer Co., Dayton
The Humphrey Co.	Kalamazoo, Mich.	Gas Water Heaters	The Geyer Co., Dayton
Wimo Specialty Co.	Hudson Falls, N. Y.	Write Golf Tee	The Sachs Co., Inc., New York
James Picker, Inc.	New York	Kerasol	United Adv. Agency, Inc., New York
National Tube Mfg. Co.	Chicago	Radio Tubes	Hurja-Johnson-Huwen, Inc., Chicago
The Fate-Root-Heath Co.	Plymouth, Ohio	Machinery	The Morgan-Todd Co., Mansfield, Ohio
The Arthur H. Lynch Co., Inc.	New York	Radio Devices	L. H. Waldron Adv. Agency, New York
The Celma Co.	Toledo, Ohio	Toilet Requisites	Wilson & Bristol, New York
Shirtcraft Co., Inc.	New York	Men's Shirts	Charles W. Hoyt Co., Inc., New York
The Hunter Mfg. & Gommission Co.	New York	Southern Cotton Mills	Dorrance, Sullivan & Co., New York
The George A. Howard Farming Co.	Toledo, Ohio	Farm Products	Frank B. White Co., Chicago
The Burpee Can Sealer Co.	Chicago	Can Sealers	Frank B. White Co., Chicago
Kuhlman Electric Co.	Bay City, Michigan	Electric Power	Paul F. Witte, Detroit
Visugraphic Pictures, Inc.	New York	Industrial and Commercial Motion Pictures	Groesbeck-Hearn, Inc., New York
The Riteall Checkwriter Corp.	New York	Check Writing Machine	Frank Presbrey Co., New York
B. W. Sangor Co.	New York	Real Estate	Frank Presbrey Co., New York
Copelof & Stillman & Co.	New York	Women's Apparel	Bolland-McNary, Inc., New York
The Para Paint & Varnish Co.	Cleveland	Paints	Oliver M. Byerly, Cleveland
The P. A. Geier Co.	Cleveland	Royal Electric Products	Frank Seaman, Inc., New York
Akron Barrow Co.	Cleveland	Wheel Barrows	Paul Teas, Inc., Cleveland
Detroit-Leland Hotel	Detroit	Hotel	Grenell Adv. Agency, Detroit
MacLeod Mfg. Co.	Chicago	Hardware	The Clark Collard Co., Chicago
The Barlum Hotel	Detroit	Hotel	Grenell Adv. Agency, Detroit
L. W. Jones Tool Co., Inc.	New York	Tools	J. H. Waldron Adv. Agency, New York
Herz Bed Co.	Chicago	Day Beds and Springs	Thomas & Cook, Inc., Chicago
The Lebanon Mill Co.	Pawtucket, R. I.	Underwear	H. B. Humphrey Co., Boston
The Emasco Laboratories, Inc.	Brooklyn, N. Y.	Chewing Gum	Stanley E. Gunnison, Inc., New York

CENSORSHIP

WHATEVER one thinks of stage or other censorship, there are no two opinions about The New York Times censorship over its advertising columns.

This censorship is carefully maintained to protect The Times readers against whoever would attempt to defraud or mislead, or misrepresent whatever is sold.

Advertisements which are fraudulent, false, exaggerated, ambiguous, unfair, indecent, repulsive or undesirable in the public interest for many other reasons are declined by The Times.

Because of The Times censorship its advertising columns are trustworthy as well as informative. The Times readers have the strongest confidence in the announcements in its pages.

The Times circulation is now at the highest point in its history—over 375,000 copies daily, 675,000 Sunday. In both daily and average daily and Sunday, The Times circulation is greater than that of any other New York morning newspaper of standard size.

In New York The Times is leader in volume as well as in character of advertising. The Times published 29,788,828 agate lines of advertising in 1926, an excess of 11,002,975 lines over the second newspaper.

The New York Times

Advertising & Selling · The NEWS DIGEST · Issue of Mar. 23, 1927

NEW ADVERTISING AGENCIES AND SERVICES, ETC.

Paul F. Witte ..... 100 West Kirby St., Detroit ..... Advertising ..... Paul F. Witte

The Carter-Ruwe Co..... 72 Washington St., New York ..... Advertising ..... H. K. Carter and E. C. Ruwe

The Harvey Adv. Service, Inc. ..... Buffalo, N. Y. ..... Advertising ..... L. H. Harvey and F. G. Japha

PUBLICATION CHANGES AND APPOINTMENTS

Times, Elizabeth, N. J., and the Tribune, Warren, Pa. ..... Have appointed the Devine-Wallis Corp., New York, as their National Advertising Representatives.

Columbian, Vancouver, Washington ..... Has appointed M. C. Mogensen & Co., Inc., as its National Advertising Representative.

Minneapolis Journal ..... Will change its page size from seven to eight columns. The type page size will be 16½ x 21.

F. M. Taylor Pub. Co., Long Branch, N. J.. Has appointed the New Jersey Newspapers, Inc., as its National Advertising Representative.

Tampa Morning Tribune, Tampa, Fla..... Has been purchased by S. E. Thomason and John S. Bryan.

Evening Telegraph and the Patriot Ledger, Quincy, Mass. ..... Have been merged.

MISCELLANEOUS

In our last issue, it was stated that the Eastern Advertising Sales Department of The Butterick Publishing Company had moved from 709 Sixth Avenue, New York, to 79 Madison Avenue. This was an error, as this department still remains at 709 Sixth Avenue.

Frigidaire, Ltd., Dayton, Ohio..... A Canadian corporation has been organized to handle the overseas operations of the Frigidaire Corporation. This new organization will function as a division of the Frigidaire Corporation, a General Motors' subsidiary.

The Devine-MacQuoid Co., Inc., New York Newspaper Representatives ..... Name changed to the Devine-Wallis Corp.

Boardwalk Illustrated News, Atlantic City, N. J. ..... Has established a western office in Chicago. Hackett & Hackett, 901 Hearst Building, will act as its representatives.

The Midland Druggist, Columbus, Ohio .. Is now published by a new corporation, William Clarke Jewell, Inc., headed by C. L. Jewell, president.

The Birmingham Age-Herald ..... Has been purchased by E. D. Dewitt formerly general manager of the New York Herald Tribune, from F. I. Thompson, B. B. Comer and D. Comer.

The New Eve, New York ..... Has appointed Roy Barnhill, Inc., New York, as its National Advertising Representative.

The News-Index, Jacksonville, Fla. ..... Has been purchased by Allen D. Albert.

Bowman Publishing Co., Jacksonville, Fla. ..... Name changed to the Shore Line Publishing Co.

Penman the Ad-Man, Seattle ..... Name changed to Harry G. Penman.

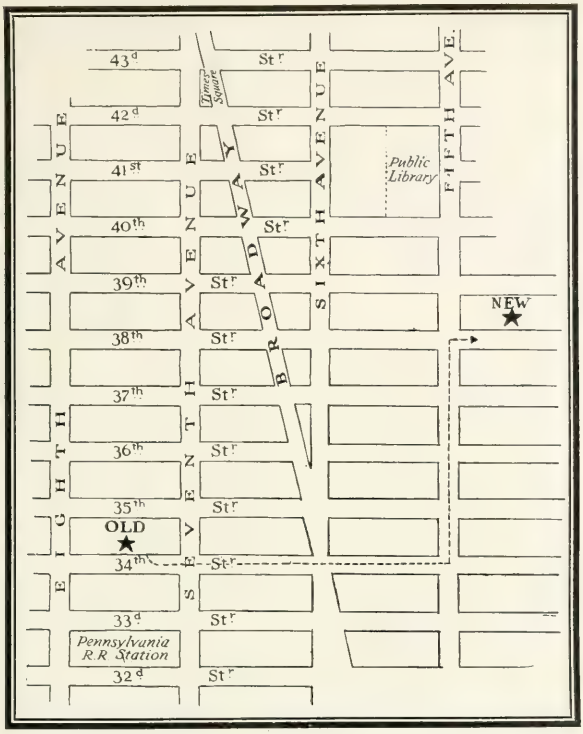
The Crooks-Dittmar Co., Williamsport, Pa., Oak Flooring Mfrs..... Name changed to the Cromar Co.

CHANGES IN ADDRESSES

Advertising Agencies and Services, Publications, etc.

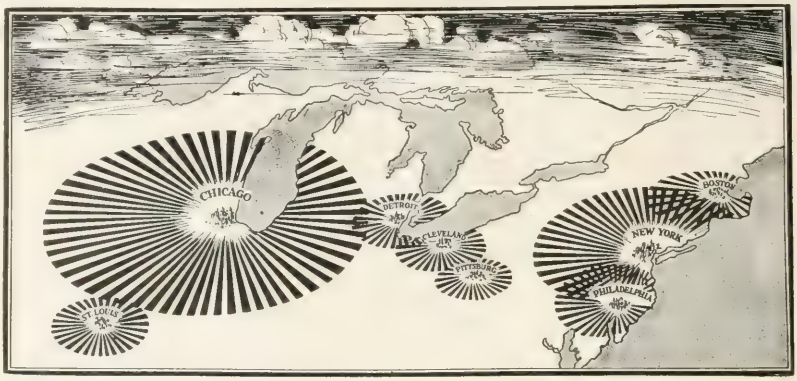
Name	*Business*	*From*	*To*
The Oil and Gas Journal (Editorial Offices)	Publication	30 Church St., New York	101 Park Ave., New York
John Falkner Arndt & Co....	Advertising	917 Chestnut St., Philadelphia.	Lewis Bldg., 15th & Locust St., Philadelphia
Liberty (Pacific Coast Adv. Office)..	Publication	705 Union Bank Bldg., Los Angeles	820 Kohl Bldg., San Francisco

The following publishers, publishers' representatives, advertising agencies and artists will move into the Graybar Building, 420 Lexington Avenue, New York, on or about April 1: Association of National Advertisers, Inc.; Barrows, Richardson & Alley; Allen E. Beals Corp.; Capper Publications; Conde Nast Publications, Inc.; Criterion Advertising Co.; Dartnell Corporation; Doyle, Kitchen & McCormick, Inc.; Edward Lyman Bill, Inc.; E. M. Burke; G. Howard Harmon, Inc.; H. E. Lesan Advertising Agency; Hoffman & Keefer, Inc.; International Advertising Association; J. Albert Cavanaugh, Inc.; John M. Branham Co.; J. Walter Thompson Co.; Kelly-Smith Co.; Myers, Beeson & Golden, Inc.; Outdoor Advertising Agency; Rickard & Co., Inc.; Success Mag azine Corporation; The Consolidated Magazine Corporation; The Lay Co., Inc.; Jules P. Storm & Sons, Inc.; William A. Wilson; Woman's World Magazine, Inc.; Winston & Sullivan, Inc.; Leo Aarons.



THE PUBLICATION *offices of* THE AMERICAN PRINTER *have been moved from 225 West 34th Street to 9 East 38th Street, New York. The telephone is Caledonia 9770*

For the manufacturer of Printing Equipment, Type, Paper, Inks and Supplies, THE AMERICAN PRINTER forms the logical foundation for every complete marketing program



Chicago rubs elbows with no other metropolis

OF all the world's main markets, Chicago alone commands an independent dominion of far-flung influence—a vast trade empire without a neighboring metropolitan rival.

Chicago looms like a towering peak rising out of fertile plains. Its sweep and scope embrace the heart of America—with 50,000,000 people within a night's ride of this commercial capital.

Southward the nearest metropolis is St. Louis —284 miles away. Eastward lies Detroit—272 miles away. Uninfringed upon, magnificent, Chicago stands supreme as the distributing center of the United States.

Among American cities that reckon population by the million, the strategic position of Chicago is unique. New York in its proud place as first city must mark its zone of influence within confining circles. Less than 100 miles away, Philadelphia — third metropolis of the nation—sets up its trade barriers under the shadows of Manhattan's markets. On every hand, New York encounters a network of self-sufficient cities until its radius reaches the rim of Boston's domain.

Philadelphia, rubbing elbows with New York, confronts on the south Baltimore — America's eighth city—as a commercial contender. And Detroit, motor monarch and newly found in the million niche, shares its sovereignty with Cleveland, fifth city and long-established maker of many kinds of merchandise.

Born without boundaries, alone in its greatness, the course of Chicago's empire lies westward to the Rocky Mountains and southward to the Gulf. Throughout the Mississippi basin Chicago is regarded as the super-city of the world's wealthiest area.

Chicago has grown to its greatness because it is free from all geographic and economic barriers. In every direction this titan of trade can enlarge its influence to the fullness of its destiny as the master market of America.

Chicago is vital to all America because it is the foremost distributor of the basic commodities of life —meat and produce, lumber and grain, foodstuffs and furniture, dry goods and manufactured products. The roots of Chicagoland's prosperity go deep. Its wealth springs from the wages of its well-paid labor, from the enormous returns on its crops, from the sales of its raw and manufactured products.

The manufacturer who builds his business in the Chicago territory is capitalizing on the biggest present and investing in the greatest future that America holds today.

Chicago's Leadership

The greatness of Chicago is the greatness of the Chicago territory—the leadership that has made Chicago

—the financial center of the Middle West
—the country's leading industrial center
—the world's foremost transportation center
—the largest producer of meat and packing house products in the world
—the country's greatest produce market
—the world's greatest food distributing center
—the world's greatest lumber market
—the world's greatest grain market
—the greatest distributor in the country of dry goods and general merchandise
—the largest manufacturer and distributor of farm machinery and equipment
—the first city in the country in the manufacture of products for export

Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER





In Voltaire's *Zadig* a physician tells one of the characters of the tale that in order to cure himself of a certain ailment he must apply to his body the nose cut from a person just recently deceased.

¶

In Detroit there are three good newspapers. Three of 'em. One of these papers publicly proclaims that only one newspaper is necessary to cover Detroit—meaning itself. One paper says that in order to cover Detroit, two newspapers are necessary, including itself. The other paper, which happens to be the undersigned, ought to say now — "use three newspapers," which would include itself. But we aren't saying it.

¶

This type of argumentative lingo is about as effective in making up an advertising schedule designed to SELL economically, as the advice given by Voltaire's physician about the application of dead noses.

¶

Coverage, like Einstein's theory is relative, its value depending upon the product to be merchandised, the sales plan, and the purpose behind the advertising campaign.

¶

The Detroit Free Press asks for advertising and is getting it on the basis of its personal, intimate, morning contact with three out of every four homes within the city boundaries of Detroit whose occupants possess some inclination to respond to advertising, some knowledge of the English language and some worldly possessions other than near-leather suit cases and the key to a hall-bedroom on the third floor back.

The Detroit Free Press

Starts the Day in Detroit

VERREE & CONKLIN, Inc.
National *Representatives*
New York Chicago Detroit San Francisco



When an oil field comes in where roads are mere "trails," horses and mules are called to the rescue. One supply company ordered a carload of harness to meet the needs of the Seminole field (Okla.) where this photograph was taken

Who Buys Harness Nowadays?

IT'S easy to think that harness is "down-and-out" as a commodity to sell in quantity to industry. In the continually surprising Oil Industry, however, it is just another of the 20,000 items which it must use to keep in operation.

The sale reported above is characteristic of the Oil Industry. With 20,000 separate and distinct items on its annual purchasing list, the chances are that it not only uses your product but uses it in worth-while quantities. A single oil company, for instance, reports 320,000 cups of coffee among its yearly requirements—and that indicates proportionate purchases of sugar, chinaware, tableware, etc.

Is your product used by the Oil Industry?

Tell us what it is and we will give you an accurate and authoritative description of its market, if the Oil Industry uses it.

Edited from
World Building
TULSA, OKLAHOMA

360 North Michigan Ave.
CHICAGO

342 Madison Ave.
NEW YORK

608 West Bldg.
HOUSTON, TEXAS

628 Petroleum Securities Building
LOS ANGELES, CALIF

Published from
812 Huron Road
CLEVELAND

Member: A. B. C.

Member: A. B. P.

NATIONAL PETROLEUM NEWS

Advertising & Selling

PUBLISHED FORTNIGHTLY



© Ewing Galloway

APRIL 6, 1927 15 CENTS A COPY

In this issue:

"The White Space Value of Broadcasting Time" By Edgar H. Felix; "'Doing Business' in 'Other' States" By H. A. Haring; "How Advertisers Are Getting Schools to Use Their Literature" By J. A. Murphy; "Common Sense in Advertising" By S. E. Conybeare; "The News Digest" on Page 90

As Conducted by The Chicago Daily News



A typical session of The Chicago Daily News 1927 Cooking School

THE friendly purpose of the cooking school is to provide a rallying point for the forces that prepare a city's breakfasts, luncheons and dinners—to inspire anew the most ancient and respected of the arts.

As conducted by The Chicago Daily News the winter session cooking school held in February is a momentous event, sharing abundantly in the immense popularity of The Daily News itself. The meetings of the 1927 Cooking School, twelve in number, were, as usual, overflow sessions, though held in the largest suitable halls to be had. The *average attendance at the meetings was in excess of* 6,000 *women.*

The Chicago Daily News leads in food products advertising because, as reflected in the success of its cooking schools, it is read in the homes of Chicago in the evening when the culinary art is most often discussed and appreciated.

In 1926 *The Chicago Daily News published* 964,827 *agate lines of food products advertising, which was* 118,620 *lines more than were carried by the next daily paper.*

THE CHICAGO DAILY NEWS

FIRST IN CHICAGO

Member of The 100,000 Group of American Cities

Advertising Representatives:	NEW YORK J. B. Woodward 110 E. 42d St.	CHICAGO Woodward & Kelly 360 N. Michigan Ave.	DETROIT Woodward & Kelly Fine Arts Building	SAN FRANCISCO C. Geo. Krogness 253 First National Bank Bldg.

Average Daily Net Paid Circulation for February, 1927, 447,762

Published every other Wednesday by Advertising Fortnightly, Inc., 9 East 38th St., New York, N. Y. Subscription price $3.00 per year. Volume 8, No. 12. Entered as second class matter May 7, 1923, at Post Office at New York under Act of March 3, 1879.

The LIFE STORY of every motor is written in OIL



DESERTED, in the quiet of the garage, stand long lines of cars, touched here and there by dusty fingers of sunlight.

What a story the doctor's weather-worn coupe could tell of a brave, old motor's race with death through a cruel sleet-torn night.

And what entertaining yarns that globe-trotting landaulet could spin of the strange dark ways of Algerian repairmen.

While the yellow roadster's tale would be a bitter one and sad, of a proud, young engine, burned-out in its youth through recklessness and lack of care.

* * *

STORIES of long and faithful service. Stories of breakdowns and failure and repair bills. But at the bottom of every motor's story, responsible for good performance and bad performance alike, you would find—a motor oil.

For the actual performance of every motor depends largely upon a film of oil—a film thinner than this sheet of paper.

A motor-oil's job

Your motor-oil's job is to safeguard your motor from deadly heat and friction, the twin enemies responsible for three-fourths of all engine troubles.

In action, your motor-oil is no longer the fresh, gleaming liquid you saw poured into your crankcase. Instead, only a thin *film* of that oil holds the fighting line—a film lashed by blinding, shrivelling heat, assailed by tearing, grinding friction. In spite of those attacks the oil film must remain unbroken, a thin wall of defense, protecting vital motor parts from deadly heat and friction.

Ordinary oil films fail too often

Under that terrific two-fold punishment the film of ordinary oil often breaks and burns. Then vicious heat attacks directly the unprotected motor parts. And through the broken film, hot, raw metal chafes against metal.

Insidious friction begins its silent, dogged work of destruction. And finally you have a burned-out bearing, a scored cylinder, a seized piston. Then, the repair shop and big bills!

The "film of protection"

Tide Water Technologists spent years in studying not oils alone, but oil *films*. They made hundreds and hundreds of laboratory experiments and road tests. Finally they perfected, in Veedol, an oil that offers the utmost resistance to deadly heat and friction. An oil which gives the "film of protection" *thin as tissue, smooth as silk, tough as steel.*

Give your own motor a chance to write its story, not in ordinary oil, but in Veedol. Then it will be a long history of faithful, economical service.

Tide Water Oil Sales Corporation
Eleven Broadway, New York. Branches or warehouses in all principal cities

¶ *Any honest repair man will tell you that more than 75% of all motor repairs are caused by the failure of a motor oil. Safeguard your motor with Veedol, the oil that gives the film of protection, thin as tissue, smooth as silk, tough as steel.*



One of a series of advertisements in color prepared for the Tide Water Oil Sales Corporation

Facts need never be dull

THIS agency was one of the first to adopt the policy of "Facts first—then Advertising." And it has earned an unusual reputation for sound work.

Yet this organization does not, nor has it ever, confused "soundness" with "dullness." It accepts the challenge that successful advertising must compete in interest, not only with other advertising, but with the absorbing reading matter which fills our present-day publications.

We shall be glad to send interested executives several notable examples of advertising that has lifted difficult subjects out of the welter of mediocrity.

JOSEPH RICHARDS COMPANY, INC.
251 Park Avenue, New York City

RICHARDS . . . Facts First . . then Advertising

When The Quota MUST Be Made!

THE Sales Manager picked up an office memo from the President. Penciled in red, it said:

"Our year's program for expansion called for the opening of a new market the first of February. We are now six weeks behind. What's the reason?"

The Sales Manager knew the explanation all too well. His men were held up in the last market entered. Weeks longer were required to cover the retail trade than originally thought. Due to the diverse racial characteristics of the people, sales were below expectations, and future prospects were not encouraging. A half dozen newspapers printed in two or three languages had been necessary for the advertising. The advertising appropriation had consequently been overdrawn. In every way, except actual sales, the allotments originally made had been far exceeded.

Six weeks behind. Luckily, they weren't more. He consulted the Advertising Manager.

"We've got to have a market where a thorough selling job can be completed in less time than we usually allow. A new market where advertising cost can be cut to a minimum, and still accomplish its work in a big way. And, above all, it must be one of the country's primary markets."

The Advertising Manager had an idea. He examined his data files, and found his copy of the 1927 edition of "The Indianapolis Radius." In it, he found an answer to their problem.

Later that day the President was reading:

"We recommend adding the Indianapolis Radius, one of the country's primary markets. Due to a transportation system which is unsurpassed in any other market, our salesmen can cover the suburban territory with unusual speed. Three salesmen can cover the Indianapolis grocery trade completely in less than one month. We can make up the time already lost in our year's program. In addition, and this point is important, our advertising expense will be reduced to a minimum because it is necessary to use space in but one newspaper: The Indianapolis News."

Sales work started in the Indianapolis Radius. Advertising was released in The Indianapolis News four weeks later. An exceptionally productive market was earning profits for the manufacturer.



The Indianapolis Radius

is Indianapolis and Central Indiana, a territory extending 75 miles in all directions and dominated by the circulation of the Indianapolis News—Population 2,000,000—Unexcelled transportation facilities—High standards of buying and living.

For your copy, of "The Indianapolis Radius," write Frank T. Carroll, advertising director The Indianapolis News, or the nearest national representative, Dan A. Carroll, 110 East 42nd Street, New York, or J. E. Lutz, The Tower Building, Chicago.

Everybody's Business

By Floyd W. Parsons

IT'S the little things in business that destroy our efficiency and fill our minds with worry. The people who accomplish the most are those who never do anything that can be done just as well by a lower-priced employee. They never write a letter or sharpen a pencil, carry on a telephone conversation or see a caller if anybody else in the office whose time is worth less can do it for them.



© Brown Bros.

Which brings me to discuss letter writing. I doubt if one executive in ten knows exactly what it costs in his office to write a letter of average length and importance. The general run of business men believe that the cost of writing a letter is no more than four or five cents, but the truth is that there are few offices where the average cost of writing a letter is as low as ten cents. One large banking house in New York, on examining the problem, made the startling discovery that each letter represented an actual financial outlay of forty cents. This particular concern pays its stenographers comparatively high salaries, uses expensive stationery, and occupies quarters for which it pays a large rental. A certain insurance company does much better, for it gets its letters out for sixteen cents apiece using stenographers, and eleven cents apiece using dictating machines. In both cases the figures represent averages for an entire year.

One company found that four notebook stenographers had all they could do to take the dictation of twelve men, while five typists using the reproducing-machine method turned out with ease the dictation of sixty men. The same investigation disclosed the fact that the average stenographer writes twenty-two letters a day, while the busy operator of a dictating machine turns out sixty-five.

Many executives who believe that their letters cost only five or six cents each would find on investigation that many of them cost as much as a dollar apiece. The hundred-dollar a week man working thirty-nine hours costs his concern a little more than $2.50 an hour. When he devotes thirty minutes to a carefully prepared letter the company is already out of pocket $1.25.

Having established the high cost of letter writing, we may well ask for the answer to the problem. Two considerations come to mind at once: to increase the effectiveness of letters and to employ substitute methods.

There must be correct diction, forceful expression through concentration on the chief points, and progression to a natural, logical, convincing conclusion.

Don't waste words stating that a letter has been received and the contents noted. Your reply indicates that. Don't call every letter a "favor," for many letters are far from being favors. Don't use the word "beg," and don't include exaggerated statements such as the expression, "the biggest value in the world for the money."

Don't say, "I wish to advise you." You are not advising, but simply telling something. The words "tell," "acquaint," and "inform" are far better. If it does not require too long a paragraph, it is best to finish a thought in the same paragraph in which it is introduced. Short paragraphs are attractive, but they can be so brief as to be jerky. In closing a letter the expressions, "Wishing you success," "Trusting you are well," and the like are not so strong as "I wish," "I trust," "I hope." Be positive. Avoid trying to cover two separate business transactions in one letter; write another letter. And remember that the man who trusts his punctuation to a stenographer should not complain if his letters are not understood.

With business letters costing so much, modern executives are increasingly turning to the telephone and the telegraph. We are now operating under forced draft, and speed is a prime virtue. The wire message has a punch that the letter lacks, and is generally found lying on the top of the morning mail. This gives it priority. When a letter is mailed, the transaction dies until it reaches its destination; the same transaction dies again while the answer is traveling back. The telegram generally goes direct to the right man, and does not filter through a whole organization. One efficiency expert found that his company lost the benefit of one hundred additional business days each year by using the telegraph only for cases of great emergency.

As a selling medium the telegraph gets results because more importance is attached to it.

Two concerns were in competition for business in a western state. One used the telegraph and had closed its contract before its competitor's letter had left the city. A shoe manufacturer in New England, wishing to clean out a stock of slippers, sent 250 telegrams costing $160, and disposed of the goods at a selling expense of only one per cent. A large company in Baltimore invested $30 in night letters and disposed of $6,000 worth of olive oil at a selling cost of one-half per cent.

One successful concern handles all delinquent accounts by mail up to a certain period, and when that proves to be unavailing, the telegraph is employed. Slow-pay customers will heed a telegram requesting money, when a collection letter would be thrown into the waste basket.

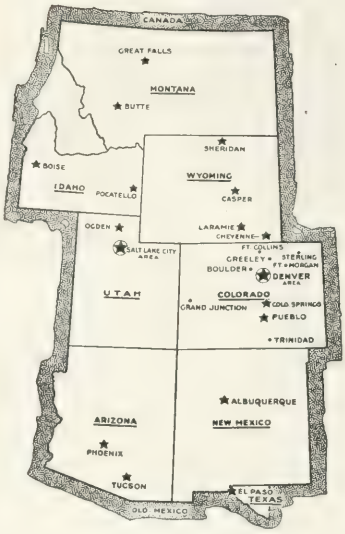
All of which means that the field of communication in modern business circles provides a problem that should be scheduled for careful consideration.

These Difficult States



Want Your Product ---But Can't Find It

Most National Advertising Is Good Advertising --- It Leads Readers Up to the Point of Purchase Without Difficulty --- Then Often Seems to Say, "Now Try to Buy It --- Yes, Just Try!"



The map above indicates the principal population centers of the Mountain States area, wherein the Trade Mark treatment is available.

The seven Mountain States comprise more than one-fifth the area of the United States.

The literacy and the purchasing power of the people in this rich territory are above the average for the nation. This region is important as a leading producer of beet sugar, gold, silver and copper, cattle, hogs, sheep and wool, and is the recreational center for millions.

Your advertising has not fully functioned even when the consumer has ***decided*** to buy.

Good advertising goes one step further—it makes it as easy to buy the product as to turn to the telephone and call for it by name.

By referring to the Telephone Directory (Classified Section), the potential customer should find the name of your Trade-marked product, together with the names, addresses and telephone numbers of the dealers who handle it.

The "Where-to-Buy" section of the Telephone Directory is the final tie-up between magazine, newspaper and outdoor advertising on one side, and the local dealer and the consumer on the other—it is the tie-up that enables "selling" copy to actually ***produce sales***.

When the consumer is ready to buy, the Telephone Directory tells him WHERE to buy. This medium is always at the elbow of every person progressive enough to use a telephone—those who ***can*** buy —and those who ***do*** buy.



Any trade name may be listed (and many hundreds do appear in current issues)—First, under the Trade Name of the product (cross-indexed); and Secondly, under the type of product, where the selling points may be presented and the Trade Mark reproduced, followed by dealers' names, with addresses and telephone numbers.

Important population centers in the Mountain States area have standardized Telephone Directories in which Trade Mark treatment is available. This circulation is greater than the combined circulation of any two national magazines in the same area. Ask for complete information on the coupon.

— — — — — USE COUPON — — — — —

FOR COMPLETE INFORMATION

General Directory Sales Department, Mountain States Telephone & Telegraph Company, Denver, Colorado:

Please send booklet giving detailed information regarding Trade Mark Treatment available in Telephone Directories of the Seven Mountain States. No obligation, of course.

Firm name .....

Individual's name .....

Title .....

Street ..... Bldg.

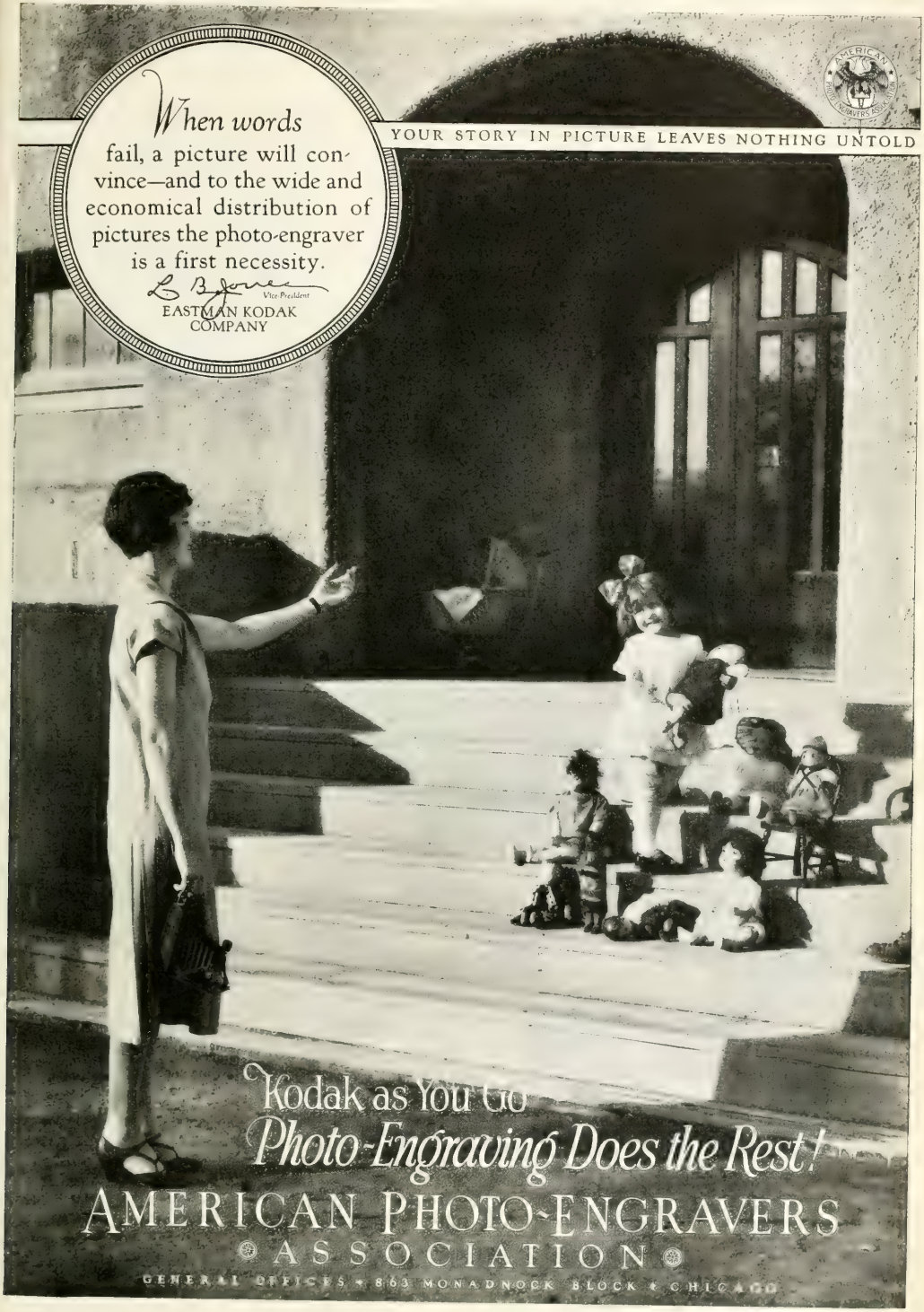
City ..... State .....

A & S

GENERAL DIRECTORY SALES DEPARTMENT

THE MOUNTAIN STATES TELEPHONE AND TELEGRAPH COMPANY

DENVER, COLORADO

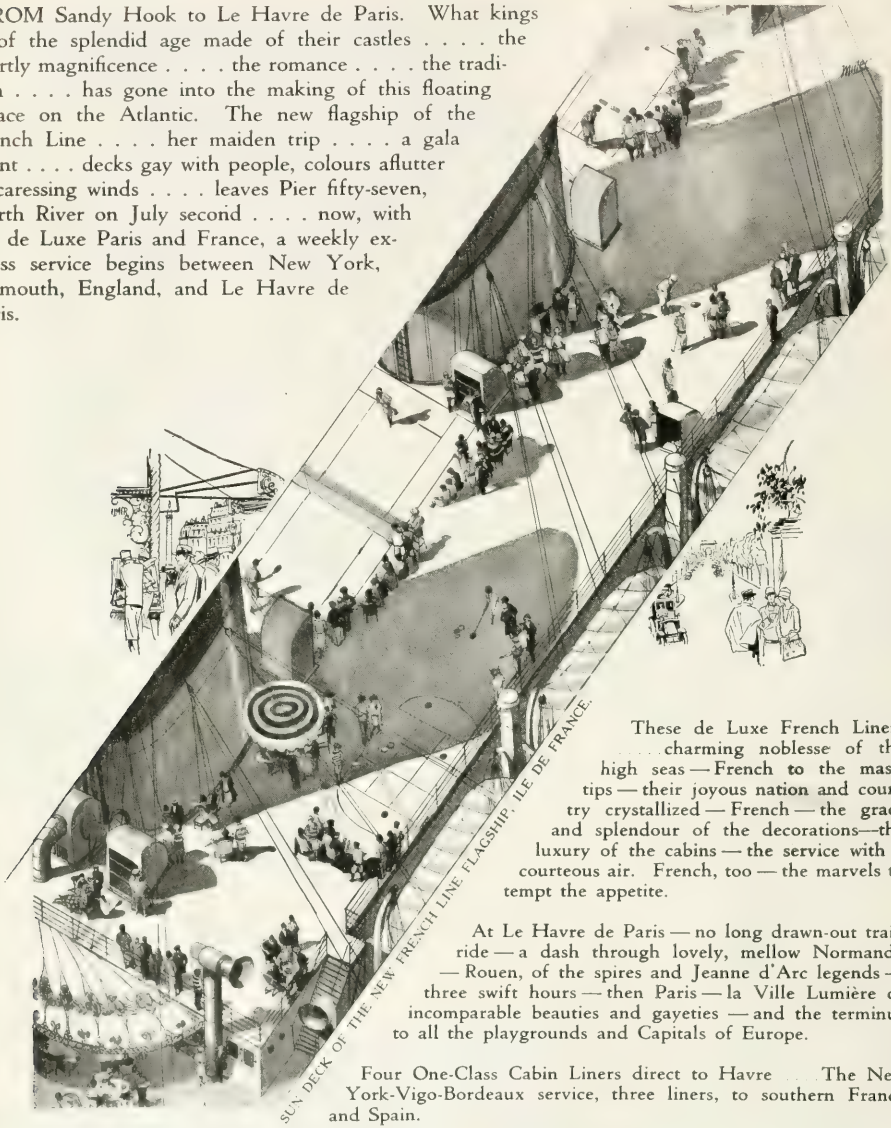


Copyright 1927, American Photo-Engravers Association

Ile De France

—The Boulevard of the Atlantic

FROM Sandy Hook to Le Havre de Paris. What kings of the splendid age made of their castles . . . . the courtly magnificence . . . . the romance . . . . the tradition . . . . has gone into the making of this floating palace on the Atlantic. The new flagship of the French Line . . . . her maiden trip . . . . a gala event . . . . decks gay with people, colours aflutter in caressing winds . . . . leaves Pier fifty-seven, North River on July second . . . . now, with the de Luxe Paris and France, a weekly express service begins between New York, Plymouth, England, and Le Havre de Paris.



SUN DECK OF THE NEW FRENCH LINE FLAGSHIP, ILE DE FRANCE

These de Luxe French Liners . . . . charming noblesse of the high seas — French to the mast-tips — their joyous nation and country crystallized — French — the grace and splendour of the decorations—the luxury of the cabins — the service with a courteous air. French, too — the marvels to tempt the appetite.

At Le Havre de Paris — no long drawn-out train ride — a dash through lovely, mellow Normandy — Rouen, of the spires and Jeanne d'Arc legends — three swift hours — then Paris — la Ville Lumière of incomparable beauties and gayeties — and the terminus to all the playgrounds and Capitals of Europe.

Four One-Class Cabin Liners direct to Havre . . . . The New York-Vigo-Bordeaux service, three liners, to southern France and Spain.

Our illustrated booklets are a trip in themselves

French Line

19 STATE STREET, NEW YORK CITY, OR ANY FRENCH LINE AGENT OR TOURIST OFFICE

Must Doctors Disagree?

MANUFACTURERS who are "shopping around" in an effort to determine *which kind* of advertising they should use are missing the big point in their problem entirely.

The vital thing in the development of the average advertising campaign is an impartial weighing of values which will assure the advertiser getting *various kinds* of advertising in the *right proportion*.

The reason so many advertising campaigns work disjointedly and creakingly is that they lack one or more of the ingredients essential to a *balanced* campaign. This is largely the fault of advertising men themselves — and their tendency to discredit *any* form of advertising they do not sell.

Advertising organizations, like physicians, have found it desirable to specialize. But specialization on one kind of advertising does not, as we see it, necessitate condemnation of all other forms.

Advertising would quickly be stripped of most of its failures and wastes if advertising specialists combined to make clear the possibilities and limitations of *all* forms of advertising—and the necessity of using them in proper combination rather than individually.

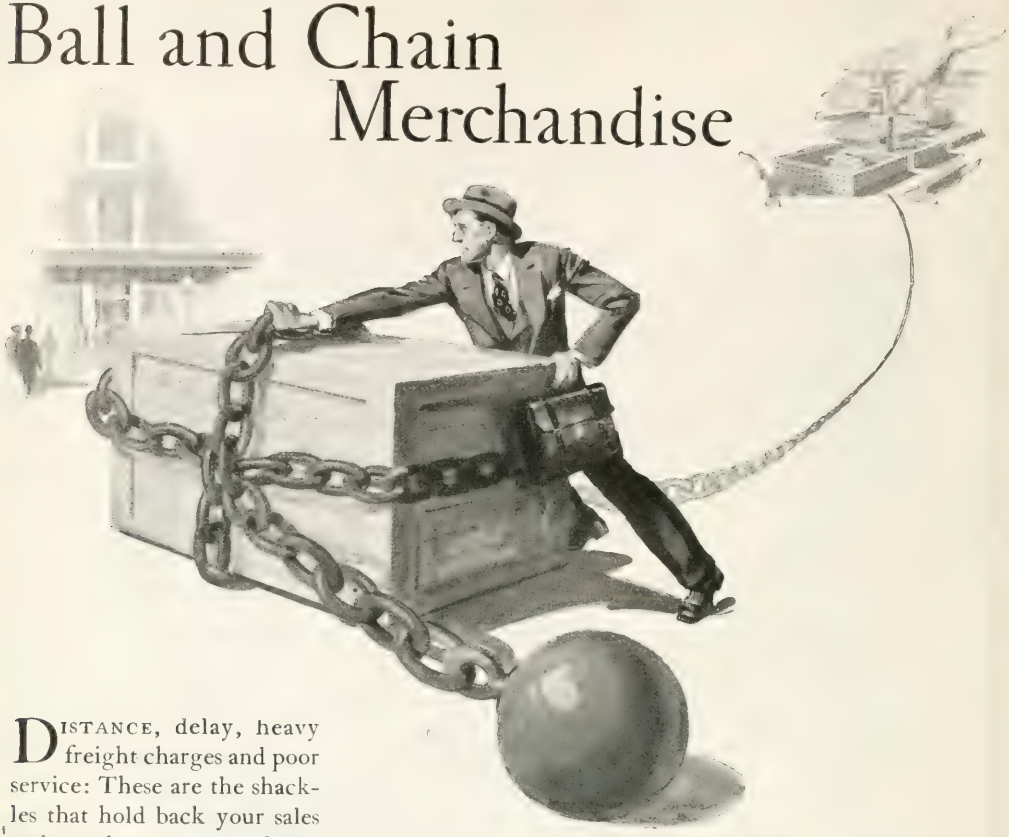
"*The Third Ingredient in Selling*" discusses the need for, and possibilities of, better balance in advertising. A copy of this book will be sent to executives who ask for it on their business stationery.

JAMES F. NEWCOMB & CO. INC.

Direct Advertising :: *Merchandising Counsel*

330 SEVENTH AVENUE, NEW YORK, N. Y.

Ball and Chain Merchandise



DISTANCE, delay, heavy freight charges and poor service: These are the shackles that hold back your sales and cut down your profits in America's fastest growing market—THE SOUTH—where buying power has more than trebled in the past ten years.

Nearly 800 of America's outstanding concerns have found it necessary and profitable to establish Southern headquarters in Atlanta.

And the records of these Atlanta branches have amply justified the combined judgment of America's leading executives. Many of them lead the entire country in volume. Many more have broken through their quotas, year after year.

ATLANTA is logically Distribution City for the South, and the Atlanta Industrial Area not only affords easy and quick access to a rich market, but due to proximity of raw materials for practically every industrial need, efficient Anglo-Saxon labor, cheap abundant power, reasonable taxes; plants here show amazingly low production cost.

To thoroughly work the Southern market, to get the most in volume and profits, you need the advantages that Atlanta offers. Let us supply you with the facts in relation to your business. Your inquiry will be held strictly confidential.

Write INDUSTRIAL BUREAU
11 Chamber of Commerce

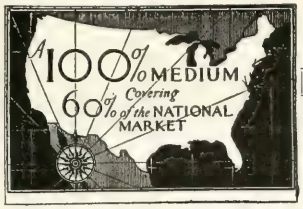


Send for this booklet
The actual experiences of nationally-known concerns in Atlanta, and a thoughtful review of this city's many vital advantages as an industrial location. Sent free.

ATLANTA

Industrial Headquarters of the South

Country newspapers can be selected individually or in any combination.



The only 100% coverage of 60% of the entire National Market.

"I BELIEVE in the Country Weekly. I believe that no matter in the United States is more thoroughly read, or has more influence than the pages of these Home Town papers."

—ALFRED P. SLOAN, Jr.
Pres., General Motors Corp.

General Motors Corporation is investing hundreds of thousands of dollars in country weeklies this year.

Country Weeklies are represented by the

AMERICAN PRESS ASSOCIATION

122 So. Michigan Avenue
CHICAGO

225 West 39th Street
New York City

68 West Adams Avenue
DETROIT

Facts
ON
The MAGAZINE of WALL STREET

Financial Adviser
to the
Successful Business Man!

NO other magazine has so close a contact with the successful business men of this country.

We receive ten thousand inquiries a month from the highest type of executives asking our advice on their financial problems.

Our publication carries only those articles that BIG BUSINESS is vitally interested in, and the "Wall Street" on our cover is merely a guarantee that ***all of our readers possess surplus wealth.***

When you realize that our circulation has been built entirely by mail and advertising, you will know why our magazine is so successful a medium for coupon advertising.

We will be glad to send an illustrated analysis of our medium and market to any business man or advertising agency.

The MAGAZINE of WALL STREET

Member A.B.C.

42 BROADWAY NEW YORK CITY

The Largest Paid Circulation of Any Financial or Banking Medium in the World

POWER

Devoted to the Power Problems of All Industries

Fred R. Low

Editor in Chief. Past President A.S.M.E., Past Member American Engineering Council, Chairman A.S.M.E., Boiler Code Committee, Chairman A.S.M.E. Power Test Code Committee, Author of several Engineering works, Member Nat. Assoc. Stationary Engineers—an outstanding figure in the industry. Editor of POWER for 37 years.

A. D. Blake

Associate Editor of POWER for 15 years. Graduate Mechanical Engineer, 3 years power plant construction experience—Member A.S.M.E., N.A.S.E., Member A.S.M.E., Sub-committee on Industrial Power.

C. H. Berry

Associate Editor. Formerly Assistant Professor Steam Engineering at Cornell, then Technical Engineer of Power Plants, Detroit Edison Company. Member A.S.M.E. Power Test Codes Committee, Chairman A.S.M.E. Sub-committee on Steam Turbines, Member American Refractories Institute.

F. A. Annett

Electrical Editor. Five years instructor in Electrical Engineering, five years in the design, construction and operation of electrical machinery, and eleven years on POWER Editorial staff. Member A.I.E.E., N.A.S.E. and Association Iron and Steel Elec. Engineers.

L. H. Morrison

Oil Engine Editor. Graduate Mechanical Engineer, 15 years experience in design, erection and operation of oil engines. Sec. Gas Power Section of A.S.M.E., Member N.A.S.E. Author authoritative works on oil engines.

P. W. Swain

Associate Editor. Graduate of both Yale and Syracuse. Instructor in Power Engineering at Yale for two years. Chairman Papers Committee of American Welding Society, Chairman Sub-committee of bibliography of feed water investigation, A.S.M.E. and N.E.L.A. Member N.A.S.E.

A. L. Cole

Three years of design experience, 8 years as chief engineer of a 15,000 kw. station. Specializes on boilers and powdered fuel. Member A.S.M.E.

Thomas Wilson

Western Editor. Graduate engineer, 20 years practical experience. Member A.S.M.E. and Western Soc. of Engineers. Member Executive Committee of Chicago Section A.S.M.E. Member N.A.S.E.

F. L. Beers

Copy Editor. Member of POWER Staff for 25 years to whose hands all copy must go for final check and approval.

These Men Make POWER

Published at 10th Ave. and 36th St., New York

Typical Testimony!

"I consider the ads in POWER one of the most valuable assets of the paper, as they are read and used by me very extensively."

Chief Operating Engineer,
Big New England Shoe Manufacturer

"If we want to buy anything, we just pick up POWER, look the ads over and as a rule we find what we are looking for."

Superintendent,
Public Utility Company

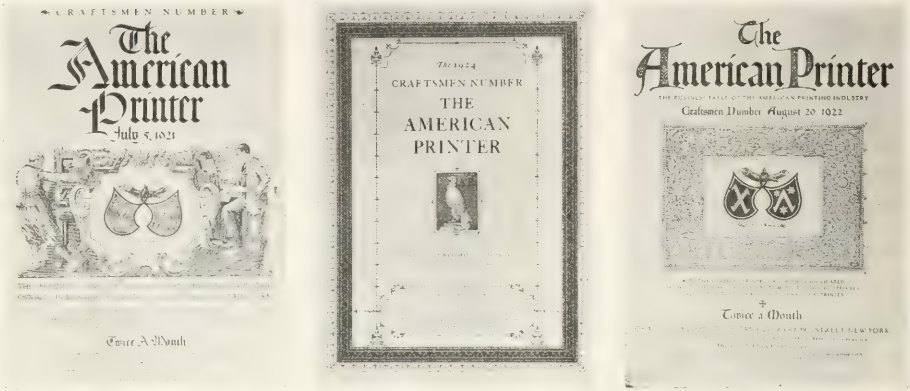
A.B.P. A.B.C.

If you are seeking to cultivate the Buying Power in the power field, let us show you how POWER can help you—to analyze the market—to reach the influential men in that market.

POWER

A McGraw-Hill Publication

An American Printer Exposition and Craftsmen Number again this year, as usual.



Three Craftsmen Numbers of The American Printer of Previous Years

The September 1927 Issue of

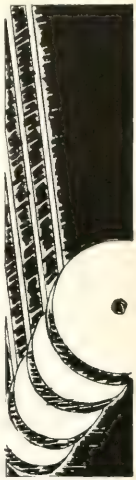
THE AMERICAN PRINTER

will be a PRINTING EXPOSITION and CRAFTSMEN NUMBER. It will be issued because of the Fourth Educational Graphic Arts Exposition and convention of the International Association of Printing House Craftsmen (superintendents and foremen) that will be held in New York, September 5 to 17, at the Grand Central Palace. It will be the greatest educational exposition of printing ever held in America, and the only one of its kind within the next five years.

Advertisers should arrange for liberal and increased space in this September issue of The American Printer to feature new machinery and devices, new paper and new processes.

THE AMERICAN PRINTER 9 East 38th Street, New York





THE NEW HAZARDS IN DOING BUSINESS

To a flapper of sixteen, a girl of twenty represents the staid Older Generation.

An idea that yesterday was revolutionary is today a common-place.

Habits are seldom long to be counted upon.

To an advertiser, it is not so much the *fact* of these new ideas and new attitudes which makes them formidable. It is rather the speed with which they are spread and the unanimity with which they are adopted.

Advertising itself has been chiefly responsible. It has created a public willing to adopt the new thing, determined to be left behind in nothing and eager to do or be whatever is popular at the moment.

And advertising having created such a situation, is likewise the means for meeting it and cashing in on it.

No manufacturer whatever he may make or however well intrenched he may be in the homes of the country, can afford to settle down and let things take their course.

He must be acutely alive to what is happening today and what is going to happen tomorrow.



He must analyze, in full time, the effect on his business of new inventions, new discoveries, new trends.

And he must act.

CALKINS & HOLDEN, INC • 247 PARK AVENUE, NEW YORK



The French Provincial Dining Room on the 15th floor of the Butterick Building.

The Dining Room *of*

Delineator Home Institute

WE showed you the kitchen, and we showed you the living room, but you really should see the dining room!

This dining room, quaintly and charmingly furnished in the French Provincial manner, is a permanent and integral part of Delineator Home Institute—on the 15th floor of the Butterick Building, you know.

Here many a savory meal, many a dainty dish is served that has been prepared in the kitchen of Delineator Home Institute.

Later, the most unusual, the most appetizing of these dishes are presented in the pages of Delineator itself as a suggestion for hundreds of thousands of modern homes. All part of Delineator's plan, you'll note—

To further the Art of Gracious Living.

Delineator

Established 1868

THE BUTTERICK PUBLISHING COMPANY

Advertising & Selling

VOLUME EIGHT—NUMBER TWELVE

April 6, 1927

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The White Space Value of Broadcasting Time 19
EDGAR H. FELIX
Opportunities the Retailer Misses 20
EARNEST ELMO CALKINS
"Doing Business" in "Other" States 21
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Bigger Business for Small Manufacturers 22
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How Advertisers Are Getting Schools to Use Their Literature 23
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The Open Forum 62
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The News Digest 90



Courtesy *The News* (N.Y.)

WITH the advent of the radio the advertiser and his agent have found suddenly at their disposal an entirely new medium; one whose meteoric rise to importance has left no time for the classification and codification that eliminate most uncertainty from the use of media made more familiar by time. Puzzled by the conflicting claims of rival stations, the prospective lessee of "the air" is bound to feel somewhat confused. It is for him that Edgar H. Felix has written "The White Space Value of Broadcasting Time" in this issue. While he cannot lay down absolute rules for judging the value of certain hours and stations, he does offer suggestions of standards by which some decision can be made.

M. C. ROBBINS, PRESIDENT
J. H. MOORE, *General Manager*
OFFICES: 9 EAST 38TH STREET, NEW YORK
Telephone: Caledonia 9770

NEW YORK:
F. K. KRETSCHMAR
CHESTER L. RICE

CHICAGO:
JUSTIN F. BARBOUR
Peoples Gas Bldg.; Wabash 4000

NEW ORLEANS:
H. H. MARSH
Mandeville, Louisiana

CLEVELAND:
A. E. LINDQUIST
405 Swetland Bldg.; Superior 1817

LONDON:
66 and 67 Shoe Lane, E. C. 4
Telephone Holborn 1900

Subscription Prices: U. S. A. $3.00 *a year. Canada* $3.50 *a year. Foreign* $4.00 *a year.* 15 *cents a copy*

Through purchase of *Advertising and Selling*, this publication absorbed *Profitable Advertising, Advertising News, Selling Magazine, The Business World, Trade Journal Advertiser* and *The Publishers Guide. Industrial Selling* absorbed 1925.

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Reaching the Best Families in the Best Markets

Cosmopolitan is especially suited to carry the advertising message of better-than-ordinary products selling to the better grade homes.

For such, it is a logical "first buy." For Cosmopolitan is a ***class magazine*** reaching a ***class audience.*** And the same demand for the better things which finds expression in their preference for Cosmopolitan at a price sufficient to buy several ordinary magazines, inspires our readers to seek quality in other lines of merchandise as well.

Cosmopolitan reaches regularly ***more than a million and a half such families,*** —a market with possibilities sufficient to challenge the attention of any national advertiser.

And Cosmopolitan's circulation is ***admirably distributed to fit the advertiser's needs;*** 90% of its total being concentrated in the larger cities and towns where 80% of the nation's business is done,—yet so well distributed that it reaches an average of one out of every six worth-while families in every one of the 2787 cities and towns of over 2,500 population.

Cosmopolitan is truly a primary medium,—in the primary market for quality products.

Let a Cosmopolitan representative give you fuller information.

Advertising Offices

326 West Madison Street
CHICAGO, ILLINOIS

119 West 40th Street
NEW YORK CITY

5 Winthrop Square
BOSTON, MASS.

General Motors Building
DETROIT, MICHIGAN

625 Market Street
SAN FRANCISCO, CAL.

APRIL 6, 1927

Advertising & Selling

FREDERICK C. KENDALL, *Editor*

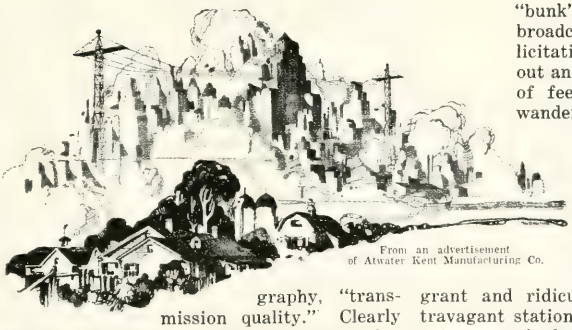
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CHARLES AUSTIN BATES FLOYD W. PARSONS KENNETH M. GOODE G. LYNN SUMNER
N. S. GREENSFELDER JAMES M. CAMPBELL FRANK HOUGH, *Associate Editor*

The White Space Value of Broadcasting Time

By Edgar H. Felix

BEFORE "time on the air" of commercial broadcasting stations can be purchased with the same statistical background that aids the space buyer in the selection of printed media, a tremendous amount of experience must be gained and extensive fact finding studies completed. Broadcasting time is now bought almost entirely upon guess work, there being no substantial foundation of fact serving as the criterion by which the value of one station may be compared with that of another. At first sight, it appears that no such foundation will ever be developed; the only guide to the prudent radio time buyer is the experience of past users of the station under consideration.

The basic elements of space buying applied to the broadcasting problem, however, are dimly discernible and will eventually result in a systematized method of station rating and charge determination. Instead of the familiar units of quarter, half, or full page space, the radio buyer considers "time" in units of minutes or hours; circulation becomes "coverage" and "service range"; class of readers, "established audience"; position, "hour"; and typography, "transmission quality." Clearly there are elements of similarity between space buying and the new art of buying "time on the air." It is only a matter of development before the facts applying to radio will be as tangible as they are with "space."



From an advertisement of Atwater Kent Manufacturing Co.

THAT there is need for a codification and clarification of the former is evident when we realize that approximately $20,000,000 were spent last year in commercial radio broadcasting, and that the figure will reach $100,000,000 within three years. The present cost of reaching an individual listener by radio unquestionably varies among different stations by such extreme ratios as a hundred to one. That such extraordinary variations exist is largely because of the unalloyed "bunk" circulated as broadcasting station solicitation, prepared without any restraint but that of feeble conscience and wandering imagination.

A little consideration as to what purchase of time on the air gives the advertisers may serve to eliminate some of the more flagrant and ridiculous cases of extravagant station solicitation, which get over only because of ignorance of the qualities of the new medium.

Buying time on the air is the purchase of *an opportunity to reach a definitely established radio audience.* That is not as indefinite a unit as may be imagined. Radio listeners are quite fixed in their habits. Ask any listener what his favorite station is and he can, in nine cases out of ten, answer you without the slightest hesitation. In almost every case one, two or, at the most, three stations give the listener ninety per cent of his radio service, even though his receiver may place forty other stations at his disposal. And, in the case of more than two-thirds of the radio audience, a single station receives eighty per cent of his attention.

From the standpoint of the commercial broadcaster, only this "favorite station" listener is worthy of consideration in placing a valuation upon a station's audience. The opportunity for misleading presentation as to a station's coverage arises out of the irregular listener, the long distance hunter who may hear a station but once or twice in the course of a year and who is most likely to write a letter to the broadcasting station when he does so, in order to add another confirmation to his collection of radio mementos. An accumulation of long distance mail is easily collected by the most insignificant broadcasting station and it is often submitted as evidence of nationwide coverage.

I have seen solicitations from broadcasting stations, particularly from the center of the country, claiming nationwide coverage because they have been heard by a few hundred listeners on both coasts. One station, for example, received several hundred letters from all parts of the country in response to a late night program on one of those rare "perfect" broadcasting evenings, and it is selling its time to national advertisers on the basis of national coverage. Another station, in the central West, has been heard in Hawaii, Alaska and Cuba, and claims as a consequence to be an ideal station for the national advertiser because "practically none of its programs are lost at sea."

An hour's listening with the highest grade of receiver in an ideal location under ideal conditions will prove to the satisfaction of anyone (except perhaps of a blue sky station solicitor) that the quality of reproduction attainable from stations within a hundred miles is so vastly superior to that attainable from stations more than 500 miles distant that no one, seeking musical entertainment from his radio, will prefer the latter. The long distance listener does not seek entertainment, upon which good will for the commercial sponsor depends, but the thrill of hearing call letters from a far away state. With my own receiver (a modest, home-made affair), near New York, I have had no difficulty in picking up KFI on each of the three occasions that I tried to do so this winter between 11:30 and 12:15 p. m.; but the good will value of this achievement to the sponsor

[CONTINUED ON PAGE 48]

Opportunities the Retailer Misses

By Earnest Elmo Calkins

NOW and then when the traveling salesman talks to the retailer about the advertising his house is doing, and tries to impress him with the fact that such advertising is benefiting him, the dealer comes back with, "It never done me any good, as far as I can see". And sometimes the salesman has no comeback, and goes home and reports to the advertising manager, "The trade tell me they don't feel any effect from our advertising". And the advertising manager passes the bad news on back to the advertising agent, who wonders if it is so, or if perchance it merely means that the dealer isn't competent to testify, that he has ignored the advertising instead of lining up his store to get the full advantage of it.

In Bermuda, where there is no drinking water except what falls from the clouds, each householder is compelled by law to have a watershed to secure his supply. It rains alike on the prepared and the unprepared, and it's no use to complain that you haven't got water. The answer is, "Why didn't you catch it when it was raining water?"

You would not expect so enterprising a shop as Tripler's, whose emporium at Madison and Forty-sixth is chock full of the smartest clothes the well-dressed man can wear, would be indifferent to a particularly effective piece of publicity. But this is what happened. In a recent *New Yorker* the chap who goes round to the shops and writes up what he finds said:

> If you can wear brown and are looking for a smart topcoat, Tripler's has imported some wows from England. They are made of a brown and white material known as shark's-tooth, which is about the best looking stuff I've seen for some time. Double-breasted, peaked lapels, broad shoulders, $100. They are so well cut that the domestic imitations, of which I have written before, suffer terribly by comparison.

You will agree with me that the paragraph is a stronger and better piece of copy than most retail furnishers are able to get into their paid space. It made a hit with me. Being in need of a light overcoat, I stopped in at Tripler's and asked to see the coat that had made such an impression on *The New Yorker's* expert. To my amazement, no one knew what the paragraph referred to, or what overcoat was meant. I went away without learning what a shark's-tooth topcoat is. Well, perhaps I wouldn't have liked it anyway. But it makes me skeptical about a dealer's opinion of advertising. I think if I were Tripler's and had received such a paragraph in such a publication as *The New Yorker*, I would put that particular coat in a Madison Avenue window with a photostat enlargement of the paragraph framed, on one side, and the cover of *The New Yorker* framed, on the other. I would be prepared to back up *The New Yorker's* opinion by showing I thought it was a good coat, too.

"Doing Business" in "Other" States

How to Know When You May Be Violating the Law

By H. A. Haring

THIS matter of properly qualifying a corporation in the states where business is to be done is not a matter to be dismissed lightly by the manager.

To see one's corporation lose accounts receivable is bad enough. To be compelled to complete undertakings is worse, when the officers have learned to their dismay that their "contracts are wholly void in behalf of the non-complying corporation, but enforceable against them"—as is the law in ten states. In about thirty others the "contracts are valid but the corporation can not enforce them through any court of this state."

"A law is not a law without coercion behind it." That such is the belief of our lawmakers when legislating against "foreign" corporations is easy to see.

They have assumed that business is for profit. They have not hesitated to dip into that profit when any corporation neglects or refuses to domesticate. Less than a dozen states have omitted from their law penalties beyond the invalidation of contracts, and yet those few states are rather notable for the reason that among them are several of the most important, commercially speaking: Connecticut, Maryland, Massachusetts, New York, Oregon and Texas.

Of the forty-eight states, thirty-five lay upon the non-complying corporation specific fines ranging from $10 to $10,000 (Indiana laying the highest), with $500-$1,000 being the most usual. Nor are those states that believe in fining the corporation always content with a single imposition of this penalty. Iowa imposes a fine of $100 for each working day in which business is transacted without compliance with the law; Michigan, North Dakota, Ohio and West Virginia make the fine apply for each month of non-compliance, three of these four laying for this purpose fines that run to $1,000 and the fourth (North Dakota) holding out threats of twice that total. Thirteen others make their fines apply to "each offense" or "each business transaction," with, quite often, a definition in the statutes as to what constitutes them.



©Ewing Galloway

HALF-HIDDEN in the roadside underbrush lies the boundry line that can mean trouble for the unthinking. The business that does not watch its activities in "other" states with legal knowledge can get into difficulties as costly as they generally are unexpected

SOME of the states have been quick to augment their revenues by penalizing corporations that have, inadvertently perhaps, disregarded their foreign corporation laws. At one time the Supreme Court rendered a decision that went hard with corporations which use "specialty salesmen". A Minnesota milling company, in a test case, employed salesmen in Massachusetts for the purpose of inducing dealers and millers to use its flour. These salesmen were aiming to develop business for the mill's wholesalers in Massachusetts, and, to that end, they turned over such orders as they secured to wholesalers, who completed the deal.

For years the manufacturers who follow this method of "specialty salesmen" had resisted the states, their contention being that such specialty selling was merely an adjunct to interstate commerce—washing machines, adding machines, suction sweepers, typewriters, cash registers and a host of others. When, however, the highest court declared this type of selling to be "local business within the states", the states had their innings. As one illustration, the attorney general of Alabama sent peremptory letters in large numbers to specialty-selling corporations. They were told that the Supreme Court's decision made them lawbreakers in that they had failed to domesticate in Alabama.

They were told that the Alabama penalty for violation was a fine of $1,000. These notices did, however, hold out that "in view of the general idea which has prevailed that this character of business was not such as to necessitate qualification, the majority of claims will be adjusted on a compromise basis of $250" The corporations were taken by surprise. Member companies appealed to their national organizations, with the thought that a solid front would modify the demands of Alabama; but the legal counsel of one of these associations, the American Specialty Manufacturers' Association, suggested "compliance rather than contest". The attorneys assured their clients that the chances of success in a legal fight were slight; members, therefore, were advised to take advantage of the $250 compromise offer and forthwith domesticate in Alabama.

Other states have not hesitated to issue similar circular letters, as new decisions have tightened their hold over foreign corporations. Another state, with a statutory fine of $500, concludes such a notification circular, thus:

It is suggested, therefore, that you take up with this department the matter of the

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Bigger Business for Small Manufacturers

By W. R. Hotchkin

Associate Director, Amos Parrish & Co., New York

SOME years ago, when I was a struggling advertising agent, there came to my office a manufacturer who had known me as a periodic promoter of his products in the Wanamaker advertising. The gentleman believed in miracles—especially in two: He thought that any advertisement published in his wife's favorite magazine would cause thousands of women to rush to the post box with letters containing orders and the necessary dollar bills. And, moreover, he thought that I knew the words with which to accomplish the feat. Yet he had sold goods in Missouri!

This man told me that he had a thousand dollars with which to buy a big space in that magazine and emblazon to the world the knowledge of a new and worthy product, wanted in every home and at every picnic. Not being convinced that he was one of Mary Pickford's "Sparrows" and realizing that a miracle was rather hazardous, I spent the next hour or two in trying to demonstrate to the gentleman that a nice mink coat for his wife would be a much more satisfactory investment. I ruled out, with almost mathematical accuracy, the amount of space that one thousand dollars would buy in a section of a single column of that magazine. I indicated a fly-speck of space for the illustration of his product, and another minute spot for the marginal sketch of his picnic scene, which he thought would arouse an immediate heart's desire on the part of every reader for his product, and I had space left for a few words. But I cast doubt on the probability that his wife could find the advertisement when she rushed to open the issue in which it would be published.

* * *

THE asterisks indicate a year of periodic arguments, in which he insisted on spending the money while I insisted that he save it until he was in position to become an advertiser. But the man insisted that his scheme should not be denied the chance to be born, and that I should be the stork. Finally he demanded action. He insisted that he was ready to go ahead and go he would, though his advertising appropriation was still limited to one thousand dollars. This time I accepted the job, but insisted that he start sanely, with some chance of securing results. My suggestion was that he start in his home city, New York, spending the thousand dollars locally.

The commodity was solid alcohol, then an almost unknown product, and our organization created the name for it: "STERNO—Canned Heat." The Riker-Hegeman Co., then the leading drug concern, with local stores all over the city, accepted his business—a circumstance which gave him a chance to get large publicity in one great trading center, to get the implied recommendation of this well known concern, and to secure cooperation of the most valuable character. Naturally, the results were most gratifying, for we attained four objectives of successful advertising:

(A) The goods were on sale in the community in which the advertising was published.

(B) Stores where the goods were on sale were definitely named, so that anybody interested in the advertising would have no trouble in finding the goods advertised.

(C) The goods were displayed in the windows of all the stores that had them on sale.

(D) The advertising, being published exclusively for the benefit of the stores in which the goods were sold, and published in the stores' own manner over the stores' own name, created an unusually friendly attitude for the goods among the stores' executives.

Thus the product was introduced to the New York public in a most impressive manner, and a spirit of friendly interest was established in the leading store of the United States. The fact that this great store would exploit the goods in so imposing a way aroused the interest of drug stores all over the country, and a showing of the Riker-Hegeman advertising was the most impelling argument a salesman could use to in-

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Courtesy *The New South*

THE small but ambitious manufacturer is inclined to hang on his office wall a map of the United States when he should have an aerial view of the local business center. Right around him lies the best territory in which to invest his advertising appropriations that may, through local media and interest, build up a reputation large enough to make a national campaign feasible

How Advertisers Are Getting Schools to Use Their Literature

The Demand from Teachers for Charts, Maps, Product Geographies and Special Text Books Is Greater Than the Supply

By John Allen Murphy

A RECENT editorial in a New York newspaper complained of the growing practice of "exploiting" pupils for the benefit of commercial enterprises. In many parts of the country business men are getting school children to do part of their selling. They arrange contests between schools or classes, offering prizes to the side that sells the most; or, they ask students to write essays in behalf of their product, cause, or store and award cash prizes to the winners.



From an advertisement of Lifebuoy Soap

The conclusion of the editorial was that business men have no right to introduce such practices into our schools; a sentiment with which I am absolutely in accord. Business should not be allowed to divert our school facilities to its own selfish purposes.

But the same editorial refers critically to another custom that is coming into wide use in both private and public schools—the tooth brush drill, the daily soap-and-water check-up, the balanced diet chart sponsored by commercial organizations. I am not in sympathy with the newspaper's criticism of that kind of school work. Dozens of our leading advertisers are cooperating with the schools and the teachers of the nation in supplying educational "helps" of that character. After investigating the subject for several weeks, I am prepared to say that there is no activity in which advertisers engage that is more appreciated and more productive of results than this school work. All of it is beneficial; some of it has done a great deal of good. Not only are the manufacturers satisfied with what they have accomplished but, what is more important, both parents and teachers are also delighted with it.

TEACHERS appreciate this help from manufacturers because if it were not supplied by them, the chances are that it would not come from any other source. In a classroom many "helps" are needed which the school board does not furnish and the teacher cannot afford to buy with her own money: maps, charts, hygienic instruction books, pictures, commodity geographies, and numerous other teaching devices.

This material is in demand largely because of the development of the visual instruction system. I wrote to Dudley Grant Hay, director of visual instruction in the Chicago public schools, asking him to explain the method and to tell briefly how manufacturers could cooperate with the movement. Here is his reply:

> In the teaching process the most helpful thing for teachers is the object itself, whatever that object may be. The next best thing, of course, is a good picture of the object. If it be a nature scene, the stereoscopic picture comes nearest to a reproduction of the real thing of any pictures now made. Then come good photographs, lantern slides and films. In addition to the picturization of the objects under study, it is very helpful for the teachers to have furnished to them, in brief, clear ways, the ideas wrapped up in the subject matter, as teachers as a rule have very limited means of finding sufficient data through research work to make their lessons as lucid as they desire to make them.
>
> All of the basic industries concerned with problems of food, clothing and shelter have a place in the school room for broadening the understanding of the children of the world in which they live. Museums are furnishing exhibits in many lines of work that are very helpful. Charts which are quite enlightening are sometimes furnished, but the great movement at the present time seems to be along the line of visualizing through pictures thrown on the screen in the class room by means of slides in some form. Of course these things—the basic industries—involve the original sources of raw materials, the various steps made in producing the same, transportation, and distribution to the final consumer. Thus the customs, manners and habits of the people are studied, and various types of transportation are involved. If you have any way of getting these things directly to the teachers themselves, or to the schools, where the teachers can

have access to the illustrative material, I am quite sure that it will be very acceptable in every locality of our nation.

Several years ago I had a talk with Ralph Starr Butler about this matter. He was then advertising manager of the United States Rubber Company which since 1920 has been distributing a book entitled "The Romance of Rubber", and he then said it was astonishing with what eagerness teachers seized the opportunity to get the book. Of course the reason is that commercial literature of that kind admirably supplements regular school text books.

When the United States Rubber Company first began the distribution of "The Romance of Rubber," it sent sample copies to state and county educational directors telling them that it would furnish their teachers with enough copies for all of their pupils upon receipt of the names and addresses of the teachers. In only two instances did the company encounter opposition from school authorities because the book contained advertising material. Later, the objections of those two authorities were withdrawn.

Only during the first couple of years did the company have to promote the publication. Now, voluntary requests for it exhaust each year's edition. The book is written so as to be of interest to pupils from the sixth grade up. Experience shows that high schools and colleges are fully as interested in "The Romance of Rubber" as are the grade schools.

The company does not depend on

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Whisker History

By George S. Fowler

Formerly Advertising Manager of Colgate & Company

ON one of the busiest of Wednesdays, the little piece by Mr. Calkins—"Advertising to Avert Whiskers" in ADVERTISING & SELLING for March 23—turned back the mental clock so far that I am going to comment on it rather *in extenso*.

A few years ago I was riding in from home and saw an announcement of an exhibit of a collection made by Mr. A. G. Spaulding of old photographs. They were groups of athletic teams, football teams, and the like. I saw the exhibit and on the same day happened to find an old miniature of my father, made when he was a young man. Here were men of twenty to twenty-five years of age with beards, mustachios fierce and lady-killing, with hirsute adornment of all varieties.

At about that time we had the over-claims of shaving creams almost equaling the parlous pack of lies which some dentifrices were exploiting. We wanted to get away from over-claims, for after all about all this race of busy Americans needs is a really good shaving soap, thorough lathering—the soap being of a kind to take up a lot of water—and then a sharp razor. I thought then, and I still think, that outside of the metropolis, thousands of men shave only two or three times a week. Nevertheless we did want to make men who had not shaved this morning somewhat ashamed to take their wives to lunch or to meet their bosses in conference.

We wanted men to feel that they had to cover their chins with their hands if they hadn't earlier in the day covered their beards with Colgate's soap.



The idea was good in itself; the drawings, which were photographs in semblance, were ideally made by Rowden King; and after I had tried my hand at a piece of copy and found it lacked the subtle touch and was not as good as the idea itself, Sam Kiser took it in hand and made it what it was.

The first appearance was greeted by much discussion and a threatened killing of the child, a few hundred applications for samples, and a few hundred replies, including one from a man who was sick in a Seattle hospital. The letter read:

Dear Colgate & Company:

Your back page with the bewhiskered Princeton football players of the 90's gave me a heartier laugh when I saw it on Mr. Lorimer's *Saturday Evening Post* back cover than anything else Mr. Lorimer allowed in the magazine. It has done more to make me want to get well so I can shave myself. You should double your advertising man's salary.

Mr. Calkins would have rejoiced with a number of us in the grateful praises of thousands of women who had previously been kissed with tickling mustaches and scraped by stubbly chins when their husbands came in from business. Clean faces for men is one of Mussolini's pieces of propaganda and will probably be as important in the future of Italy as anything else the Roman dictator has put into effect.

The whisker advertising was good advertising, and even a court of law, not to say of justice, decided that the niece of General Burnsides had not been injured by the exploitation of that Civil War officer together with the fact that he happened to be a stylist in whiskers. As a matter of fact, I have always had a sneaking suspicion that that advertisement did more to bring General Burnsides to the attention of present day youngsters than all the history books they read in school.

Mr. Sidney M. Colgate said, in connection with the dentifrice campaign to make school children clean their teeth, "It is a good thing to do good and make a dollar at the same time". Certainly the Colgate whisker shaving cream advertising did good, made some dollars and was a force in cleaning up the country.



Bought in the Home—Not Sold in the Store

By Roy A. Brandt

Advertising Manager, The Maytag Company, Newton, Iowa

A MANUFACTURER cannot be a merchandiser. He may be of help to the dealer in his problems of merchandising or he may be well versed in the job as a whole, but the dealer himself is the real merchandiser. With the dealer, then, seemed to lie the hard knot which our company found it must untie before washing machines could be sold on an increasing scale in the face of an inactive and morbid market. In order to get to the bottom of this problem, we felt that the first thing to do was to make a very careful and thorough analysis of the job that we were trying to accomplish. We felt that, regardless of how badly we wanted to sell the dealers machines, they were not really sold until the dealer had removed them from his floor and received settlement for them.

In working out this problem we went to the dealer and laid all of our cards on the table. He bent over this task with us and gave us an interest and assistance that was very gratifying. We found, as a whole, that the washing machine market is divided into three divisions: first, the spontaneous market which consists of all of those people in a community who are fully acquainted with the advantages of owning a washer and under ordinary circumstances would not be without one; second, the potential market, which is comprised of all of those people who, according to the conditions of their homes and incomes, should have washers, but who have never been brought face to face with the advantages they are sacrificing by not having one; third, the latent market, all of those people who today are not yet in homes of their own, but who will suddenly pass into the potential market and have a well defined need for a washing machine.

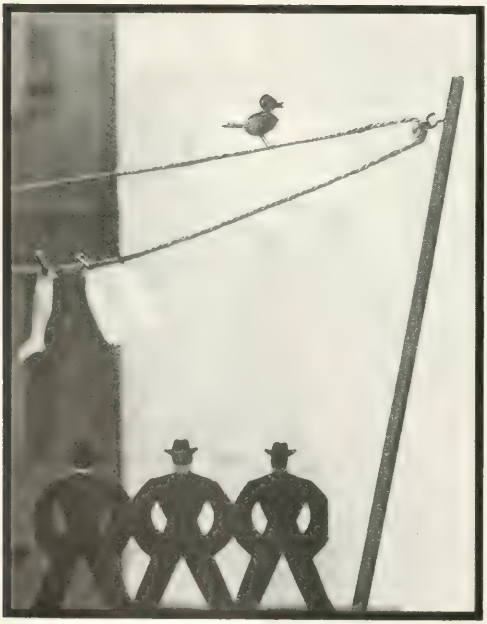
MOST dealers we found were more than willing to do anything within reason. However, most of them were general dealers, handling from twenty-five to a hundred different lines of merchandise. It was impossible for such a dealer to push one or two lines to the detriment of the rest, or to specialize on some and neglect the others. We found that most of them were getting what seemed to be their share of the washer business. By this we mean a fair percentage of all the people who came in and asked about a washer. But the aggregate didn't amount to very much; not enough people were showing an interest.

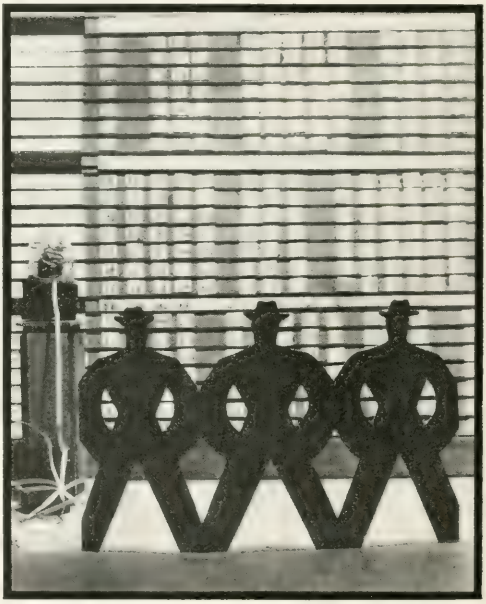
It seemed to us that the potential market was the one which offered the most promising returns. Advertising in newspapers, billboards, or magazines had little or no effect upon them. When they read the ad they would say, "Well, I suppose that is a good machine for anybody who needs one," and that's about as far as it went. These people would never come into the store and ask about a machine, and if the dealer approached them when they came in to buy something else it was difficult to show them in a store, without clothes, soap and water, exactly what it would do. As long as the washer was sold in the store the dealer was trying to sell a machine, a mechanical contrivance which the prospect was led to believe would wash clothes. Our desire to get to the members of the potential market who, as we have already mentioned, would not come into the store, led us to take the machine to their homes instead, and to develop the idea of selling home demonstrations instead of the machine.

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A DEPARTURE from the usual that is radical in its indifference to the conventions of its kind is made by this series of clothing advertisements sponsored by Weber and Heilbroner for the Fabric Group, whose trade-mark the three figures represent. In place of the expected super-collegiate mental defective or more English than the English floor-walker traditionally employed to appear in gents' natty reefers, this debonair trio in the photographs of Anton Bruehl gains attention. The designer of the threesome—"Zero"—has deftly imparted to it the "smartness" the metropolitan settings demand

Economists in Wonderland

By Edgar Quackenbush

NOT long ago (February 2-March 2) there appeared in *The New Republic* a series of five articles under the general head, "Consumers in Wonderland." This series was run over the signatures of Stuart Chase and F. J. Schlink and was announced as consisting of abridged extracts from a book by these two entitled "Getting Your Money's Worth," to be published sometime this spring by the Macmillan Company, New York.

The advertising man would do well to read these articles, or at least to study the book with some care when it is finally published. It represents the consumer's point of view, pure and simple, and it applies keen intelligence and a certain amount of analytic ability to the study of a problem which advertising men are all too prone to view only from their own narrow outlook. The authors have picked the weakest points in the advertising structure with rare shrewdness. Their tirade upon patent or proprietary medicine marketing will arouse the hearty support of every forward-looking advertising man, as will many of their passages upon fraud and substitution.

But these writers do not confine themselves altogether to the patent medicine evil and the "cease and desist" orders of the Federal Trade Commission. Their attack also hits the national advertiser and, while many of their blows are undoubtedly delivered below the belt, there is food for considerable introspection and judicial reflection in a large part of what they say. Advertising men perusing these pages are due for a jolt or two.

The main theme of Messrs. Chase and Schlink is that the consumer is not getting full value on what he pays for advertised goods. Disregarding for the moment such obvious evils as substitution, misrepresentation, out-and-out fraud, etc., upon which they dwell at some length, the base of their case rests upon the fact that the consumer pays far more for certain advertised goods than he should pay were he to buy the raw materials and manufacture the goods himself. A truly startling discovery! They rail against forced distribution, high-powered salesmanship, the misleading claims—frequently based on pseudo-science—which even reputable advertisers sometimes make; and, paradoxically, they wax mildly vitriolic on the perverted desire of the manufacturer to make as much money as possible by charging for his product "all that the traffic will bear". Paradoxically, because the entire object of the harangue, so far as is immediately evidenced to the casual observer, is to enable the consumer to make all the money *he* can by shying away from these profiteers.

Therein, it would seem, lies a fallacy. The authors in attempting to make their case extraordinarily strong have been guilty of a certain amount of the common weakness of leaning over backward. Hence a vital portion of their case is seriously weakened, in the opinion of this observer, at any rate. They persist in regarding the consumer as a poor abused sort of moron who is in dire need of some Moses to lead him through the wilderness of high-powered advertising copy and to save him from his own quite human desires. As a matter of fact, there undoubtedly exist thousands of this type of consumer, but it should not be lost to sight that there are plenty of other perfectly normal, intelligent people who buy nationally advertised, mass produced merchandise with their eyes wide open and who will continue to do so even after such knights of domestic economy as the Messrs. Chase and Schlink have laboriously pointed out to the fraction of a cent how much they could save by a different sort of buying.

TAKE a hypothetical case to illustrate. Mr. and Mrs. Jones reside in a three room (counting kitchen) apartment in Westchester, or perhaps in Evanston, Brookline or Oakland. They are young and, being comparatively newly married, are at that stage of life where economy is most essential. They are getting along quite comfortably and the future looks rosy; except for Mr. Jones's truly alarming fondness for a certain nationally advertised breakfast food which is composed largely of bran. His voraciousness in this respect is remarkable. He absorbs a package a week on the average, and such a package, holding ten ounces, retails for ten cents. Mrs. Jones has read somewhere that bran fresh from the farm brings something like four dollars a ton, and of late has been pondering upon possible household economies. But one problem perplexes her: In which of their three rooms will she store a ton of bran while Mr. Jones is wading through its 2000 pounds of fine laxative properties; which, she figures roughly, will take him in the vicinity of forty years? Furthermore, once in her younger days she visited the farm of a remote uncle where she inadvertently sampled some of the horse fodder, and she has grave doubts whether her husband would take to bran *au naturel*.

WERE she a close follower of economics as preached by *The New Republic*, she might, in the issue of February 2, have come across this illuminating fact: "The housekeeper, by grinding her own wheat in an ordinary coffee mill, can secure a good cereal breakfast food for three or four cents a pound."

Now here truly is a profound suggestion. Mrs. Jones would undoubtedly follow it immediately, save for the fact that it is not made precisely clear where she may purchase wheat in bulk or what would be a reasonable price for same at retail by, say, the bushel. Not being an authority on wheat herself, she would have no means of telling offhand whether the bulk product she was buying was good quality or not, and would have no redress if the latter turned out to be the case.

Assume that she, greatly interested but a bit perplexed, appealed for enlightenment to Messrs. Chase and Schlink. Assume further that these gentlemen not only showed her where she might obtain good wheat at retail for a reasonable price, but, in the interest of experimentation, connived with a mid-western farmer to supply her direct with the grain at absolutely no cost to her.

This young lady, now filled with enthusiasm, economy and good intentions, sets about saving money. She buys no more nationally advertised bran and discovers that thereby she saves a total of $5.20 a year.

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Common Sense in Advertising

By S. E. Conybeare

President, Association of National Advertisers

I THINK that common sense ought soon to teach us the limitations of advertising. It sells ideas, not goods. Too many people expect advertising to do a selling job. I maintain that advertising can only get people ready to buy. It can create desire, but he who depends upon advertising to do the work of selling is going to be disappointed.

Never before, it seems to me, has it been so apparent that we need to lay emphasis upon the right kind of selling in our retail stores and in our manufacturing organizations as we do today. The strides that have been made by the radio industry are tremendous. Through advertising in local publications and also through advertising of the radio itself it has created a tremendous interest. But do you know that in Lancaster, and I believe the same is true here in Harrisburg, there are hundreds of homes that do not have radios? People have read the advertising, they are interested, but they are waiting for somebody to ask them to buy.

Let me tell you my own story. For several years I had the idea that the radio was still an imperfect thing. In my ignorance I said that my victrola gave me much better music than radio. Then one day a friend of mine with whom I have sat at lunch I suppose once a week for the last four years, in response to some inquiry I made about radio, said, "Let me send you out a set." I didn't even know he handled radios. He brought that radio out to my house when I was out of town and showed my wife how to run it. When I got back home that radio was sold. That man could have sold me several years ago if he had backed up the advertising through personal selling.

Advertising can build an identity, a personality for your business; can tell how you can serve. Its job is an educational job of selling the idea, although there must be a meeting of minds between buyer and seller before this transaction is completed. I read an advertisement, I am interested, but there are many



questions in my mind that I want somebody to answer personally before I buy. So let us make sure that our selling keeps pace with our advertising.

There are still wonderful opportunities for the educational work of advertising. I am told that only one out of four people use toothpaste regularly. Did you ever hear the story of the rookie in a baseball camp who was drafted from a minor league? When he arrived in camp his luggage consisted of a clean collar and one extra pair of shoes. His roommate looked at him in disgust. "Didn't you even bring any toothpaste?" he said. "Toothpaste, naw," said the rookie. "My teeth stick in."

ONCE you start advertising, you should never quit. The work of advertising in never done. It is absolutely vital to the success of advertising that it be done persistently and consistently. There is no substitute for continuous repetition of your advertising story. One of the most pitiable things I think in commercial and business life is to see the recurring mistake of the fellow who buys a little advertising and then stops. How we kid ourselves about advertising! We buy some space in a newspaper or a page in *The Saturday Evening Post* and stick out our chests because we think we are big advertisers. But ten chances to one only a fraction of one per cent of the public has really noticed our advertisement. Do you remember how you learned when you were in school? You studied your lesson at your desk and then the teacher had a recitation and you went over the lesson in class? Then the next day she reviewed the work covered the day previously and then a few weeks later she reviewed again the work you had been doing. At the end of the term you went over the whole subject again. You learned by constant repetition. So it is with advertising. Fundamentally we are telling the same message in our advertising that we started out to tell more than nine years ago. It is the first advertisement backed up by the second, third, and fourth over a period of years that does the job of creating an identity for you in the minds of the public. The public's power to forget is much greater than its power to remember.

I wonder if you fully realize the power of continuous repetition in advertising. About seven years ago there came to Lancaster a young man who was a native of our county but had been engaged in business in New Jersey. He took over an old, rundown coal business. He started out to inject new ideas and new personality into his business. He created what is now a famous checkerboard design for a trademark. This he painted on all his trucks and his buildings. He put it on his stationery. He even wore checkerboard socks and checkerboard ties. Then he took just a little space—about one column by three or four inches—in the newspapers and day after day over a period of years he found something new, something fresh to say in this little space. He pounded away continuously. Of course, he backed up this advertising with good, honest weight and good service, but in that period of time he has built the outstanding coal business of our community. He is now a candidate for Congress. In developing his business he developed himself.

I know of another little business in Philadelphia that opened up two years ago. Twice a week in the *Public Ledger* they run a little ad-

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Portions of an address delivered before the Advertising Club of Baltimore.

THE · EDITORIAL · PAGE

The Literary Guild Rumpus

A TREMENDOUS fuss is being kicked up in the book trade, and in publishing circles generally, because of the advertising of the Literary Guild.

Briefly, the Literary Guild of America, Inc., is a company that has been organized to publish books on the subscription plan. The Guild publishes for an organized body of readers who pay their subscription in advance, just as they do when subscribing to a magazine. They receive one book each month.

The Guild differs radically from the Book of the Month Club, which has been in existence for some time. The latter organization selects only published books, which are sent to members monthly. The Guild, on the other hand, has its editorial board select its books in manuscript form. Any publisher, literary agent, or author can submit manuscripts. Books that are thus accepted are published in a special edition for Guild subscribers.

It is claimed for the Guild plan that authors will receive more money for their work and that subscribers will get their books at about half the usual retail price. It is this claim that is causing the rumpus. Most of the leading publishers have refused to submit manuscripts to the Guild.

Most book dealers are unwilling to take subscriptions for the Guild. The trade is up in arms. First-page newspaper stories have appeared about the controversy in several of the Metropolitan dailies. Meanwhile, the Guild is going ahead advertising its plan on a rather impressive scale.

Whether or not the Literary Guild plan succeeds, the experiment it is making would seem to be a good thing for the publishing business; for it stimulates thought along new lines. The book trade has been strangely set in its distributing methods. Most publishers have been loath to try new selling plans.

In most lines new distribution ideas are being experimented with constantly. New distributing machinery is always being established, some of which directly competes with the old order. But it is seldom that the old machinery is scrapped. The one thing that these experiments have demonstrated is the capacity of most industries to support several rival distributing systems. In fact, the rivalry seems to be beneficial. It stimulates business, and thus enlarges the industry.

The book trade may have the same experience. Certainly it is inconceivable that marketing twelve books a year through a new system will disrupt an industry that markets thousands of books annually through regular channels.

The Big Seventeen

AN interesting new slant on the Nation's food bill has been worked out by one of Wall Street's statistical wizards. He has discovered that seventeen articles comprise seventy-six per cent of the bill, while the other twenty-four per cent is scattered over a thousand items. This certainly appears to be a hitherto unrealized fact. The triumphant seventeen are: milk, flour, sugar, butter, eggs, bread, potatoes, coffee, apples, ice cream, tea, canned vegetabels, canned fruits, pork, fish, chickens, meats.

Some idea of their volume is indicated by the fact that they make annually approximately ninety million tons of freight.

The size and importance of the food business has never been so deeply appreciated as it is today, when the food advertisers are very prominent and aggressive; a contrast to their comparatively backward state, with a few brilliant exceptions, twenty years ago.

The American worker spends 43.1 per cent of his income on food, according to this Wall Street statistician; and there are probably no doubters of this figure, as it is well known that the workingmen of today care more, apparently, about what they put in their mouths than they do about what they put on their backs. People whose memory goes back half a century say the reverse was once decidedly true. Thus we have the food advertisers prosperous today and the clothing fields worried. As a cynic recently remarked, "We may not be the *best* fed nation, but we are certainly the *most* fed!"

Concentration in the Tobacco Field

THE other day the two greatest chain store rivals in the country—United Cigar Stores and Schulte—made a working consolidation, whereby much of the goods sold by both will be manufactured by a mutually owned company.

As these two chains are the outstanding retail outlets for tobacco, and as there is already a high concentration in tobacco manufacturers, through three large companies, it would seem as though the tobacco field is narrowing down most phenomenally.

Bear in mind, in this connection, that out of the 85,000,000,000 cigarettes sold in the United States annually, 65,000,000,000 or seventy-six per cent are concentrated in three widely advertised brands, thus making a tremendous concentration of another kind; of *demand*, and brand. Doubtless this particular fact was a powerful reason for the merging of the two chains, for with cigarettes the most popular form of tobacco today, and demand concentrated on three brands, the way is wide open for profitably "getting together."

No other larger division of industry shows such an amazing degree of concentration; and its benefits are seen in the very high ratio of profit and prosperity enjoyed by these large controlling factors. Two hundred and thirty-nine manufacturers made nearly 100 million dollars in net profits in 1924, which is as much profit as the meat packing industry and the candy and ice cream field combined made. In addition, it is shown in the enormous volume of advertising done. The 1925 tobacco expenditures for magazine space alone were over $2,000,000. Brand good will in the tobacco field is a most evanescent thing, valuable only as it is freshly and furiously maintained.



© Ewing Galloway

What the Retailer Has to Gain from Resale Price Legislation

By T. W. McAllister

Editor, *Southern Hardware*

A DRUGGIST in a small Texas town decided to diversify his stock—in keeping with a very pronounced tendency in his line of trade—and added a number of hardware specialties. Then, to attract customers for the new items, he reduced the prices of several of the more staple articles. Standard brands of flashlights, safety razors and aluminum utensils were offered as "specials" at prices considerably below those in effect at the hardware store across the street.

Needless to say, the hardware merchant soon lost any affection he may have had for the lines which the druggist was offering at cut prices. Those lines he pushed to the background; others, on which there was no local cut-price competition, took their place. And, not to be outdone, he started a little backfire by putting in a number of drug specialties, which were featured at reduced prices; and he even went so far (this is an actual instance) as to clear out one corner of his store for a soda fountain.

There may not be many cities where the hardware store sells drug specialties and ice cream sodas in the effort to "get even" with a druggist who features cut-price "specials" on aluminum ware and shotgun shells. Yet, a somewhat similar condition threatens to prevail in every community, due largely to the pressure from over-expanded industries for wholesale and retail outlets and the resultant tendency on the part of the retailers to add "side lines."

WITH the rapid trend toward diversification of retail stocks, Main Street in recent years has taken on a decidedly different appearance. Not so long ago a glance at the show windows was sufficient to determine the classifications in which the various stores belonged. Now, however, we are likely to see tubs and pails, stock food and fertilizer in the grocer's windows; phonographs, silverware and vacuum cleaners in the windows of the dry goods store; while the furniture store may be featuring anything from plumbing supplies to furnaces.

Under such conditions the difficulty of maintaining anything like a definite schedule of retail prices is obvious, particularly on standard, trademarked lines of merchandise. The retailer who may be ever so careful to adhere to definite price schedules on his staple lines often changes his policies when he takes on some products foreign to his field. He may be using the new items as "bait" to draw trade for his regular lines; or he may be striking back at some other retailer. In either case he will be inclined to disregard overhead and feature price, rather than the quality or intrinsic merit of the "side lines" he has added to his stock.

This situation seemingly has had little attention in the discussions of the price maintenance problem. Yet, from the standpoint of the small merchant it is one of the outstanding reasons for enthusiastic support of the Capper-Kelly bill, which will come up for further discussion and possibly for final action at the next session of Congress.

There is, of course, another and more obvious reason why the average merchant would benefit greatly from legislation which legalizes re-

[CONTINUED ON PAGE 72]

BRUCE BARTON ROY S. DURSTINE ALEX F. OSBORN

Barton, Durstine & Osborn

INCORPORATED

AN advertising agency of about two hundred people among whom are these account executives and department heads

James Adams
Mary L. Alexander
Joseph Alger
John D. Anderson
Kenneth Andrews
J. A. Archbald, jr.
R. P. Bagg
W. R. Baker, jr.
F. T. Baldwin
Bruce Barton
Carl Burger
H. G. Canda
A. D. Chiquoine, jr.
Margaret Crane
Thoreau Cronyn
J. Davis Danforth
Webster David
C. L. Davis
Rowland Davis
Ernest Donohue
B. C. Duffy
Roy S. Durstine
Harriet Elias
George O. Everett
G. G. Flory
K. D. Frankenstein
B. E. Giffen
Geo. F. Gouge
Louis F. Grant
Gilson Gray
E. Dorothy Greig
Girard Hammond
Mabel P. Hanford
Chester E. Haring
F. W. Hatch
Boynton Hayward
Roland Hintermeister
P. M. Hollister
F. G. Hubbard
Matthew Hufnagel
Gustave E. Hult
S. P. Irvin
R. N. King
D. P. Kingston
Wm. C. Magee
Carolyn T. March
Elmer Mason
Frank J. McCullough
Frank W. McGuirk
Allyn B. McIntire
Walter G. Miller
Loretta V. O'Neill
Alex F. Osborn
Leslie S. Pearl
T. Arnold Rau
James Rorty
Mary Scanlan
Paul J. Senft
Irene Smith
J. Burton Stevens
William M. Strong
A. A. Trenchard
Anne M. Vesely
Charles Wadsworth
D. B. Wheeler
George W. Winter
C. S. Woolley
J. H. Wright

B D O

NEW YORK
383 MADISON AVENUE

BOSTON
30 NEWBURY STREET

BUFFALO
220 DELAWARE AVENUE

Member American Association of Advertising Agencies
Member Audit Bureau of Circulations
Member National Outdoor Advertising Bureau

What Does the Farm Woman Want in Her House?

By Bess M. Rowe

Field Editor, *The Farmer's Wife*

IS there an "ideal" farm house? Are there differences between the home in the city, the home on "Main Street," and the home on the farm? Just what do farm women themselves consider the essentials in a farm house to be in order to make it attractive as well as efficient?

To have accurate answers to these and similar questions, a survey was made recently among a large number of farm women.

They were asked to tell what they want in their houses; what features of their present homes they would carry over into new ones, if they could build exactly what they want; what features they would change; what innovations which they had seen or read about, or had thought of themselves, they would incorporate into their houses if they could have them exactly as they wish them to be.

Eight hundred and eighty-two women responded. They described homes that had been tested by being actually lived in; that were under construction; that were in the "plans on paper" stage; that were still "just dreams". But the replies all showed in what terms they are thinking when they made their plans, and consequently indicate the trend of the farm home market.

The information gained has been carefully tabulated and analyzed, and the figures show where the needs of this type of home differ from those of the house in the town or city. They prove moreover that the farm woman of America is alert to the latest trends of building, even though with her modern comforts take a form that differs somewhat from the customary because of the physical conditions that surround her.

Just what are the wants expressed by these actually "practicing" farm women?

Six hundred and thirty of them say that the farm home must have running water; 301 specify that the system must be complete with both hot and cold water; and 157 say that they want soft as well as hard water under pressure.

Six hundred and eighty-nine are thinking in terms of electric service. 180 want hot air furnaces; 62, steam heating plants; 72, hot water heating plants; and 267 mention a central heating system without specifying the kind.

Built-in equipment is popular. Kitchen equipment heads the list, with 772 mentioning it. Bookcases run a close second, with 447; and linen closets and medicine cabinets follow with 423 and 306, respectively. 182 want window seats, and many spoke of the space beneath as a good place for children's toys.

That the farm house is thinking in terms of children is shown by the number who mention special plans for them. 118 say that their homes must include playrooms for them; several said that their windows must be low enough to allow infants to look out; and many said that each child must have some place which

[CONTINUED ON PAGE 54]





THE farmer's wife is not the unimaginative drudge of the pseudo-Russian novel. Her wants are very real and intelligently formulated; her needs are definite and governed by the circumstances of her surroundings. Combined, the two regulate a market of importance



Direct Your Sales Message to the Right Railway Men

WHEN you plan your railway advertising campaign consider first the railway men who can specify and influence the purchases of your products. Then direct your sales message to these men.

The departmental organization in the railway industry and the widely different railway activities make it necessary to gain effectively the interest and confidence of each department individually.

Therefore, the five departmental railway publications that comprise the *Railway Service Unit* can aid you materially. They select the railway men you want to reach—for each publication is devoted exclusively to the interests of one of the five branches of railway service.

Simmons-Boardman Publishing Company
"The House of Transportation"
30 Church Street, New York, N. Y.

608 South Dearborn St., Chicago — 6007 Euclid Ave., Cleveland
Mandeville, La. — Washington, D. C. — San Francisco — London

The Railway Service Unit

A. B. C. — *Railway Age, Railway Mechanical Engineer, Railway Electrical Engineer Railway Engineering and Maintenance, Railway Signaling* — A. B. P.

From A Copy-Chief's Diary

By J. P. L.

MARCH 1—I feel like a Harvard man is alleged to feel after a Princeton game. Gillespie came in and razzed me all up and down my office about our recent copy for him and, as usual, made me like the grilling. Why? Because he wasn't simply criticizing. He was spouting good copy as he talked. History repeats. A rough-and-tumble every six months and I have more than enough Gillespie material to fill the interim with big-league stuff. I wish we could afford him on one of our copy-desks.

. . .

MARCH 2—Submitted first copy to Baring today—spectacular layouts for a concern hitherto maintaining dignified reticence. Lake, gen. mgr., squirmed, questioned, hesitated, finally called in his chief eng. to prove the appeal entirely wrong for engineering temperament. Lake's face a picture when ch. eng., his court of last appeal, unhesitatingly passed blanket approval.

. . .

MARCH 3—Session today with C. D. G., chairman of the Anson board. Since they decided to break their silence and advertise, G. has read two books on advertising. Someone in the conference put a question up to him. Said G., "I know just enough now about advertising to know that I don't know anything". Which squelched one of the others present who, till then, had known all about advertising with no preliminary preparation.

. . .

MARCH 4—New experience in job applicants today. Courtly gentleman, fifty or thereabouts, "seeking a suitable connection". "Unfortunate investments in Florida." First wanted to be account executive, then assistant, then any sort of an opening. Finally asked twenty cents for breakfast. Specialized panhandling.

. . .

MARCH 5—Griggs, our recent addition to copy department, came in today grinning. "I've found the right system. On the days I have to see the Dorgan Company I plan to see Eureka, too. After the Dorgan crowd has whittled each nickel they ought to spend down to a penny, the Eureka bunch jazz me up again by talking—'Now when we're on a three hundred thousand basis.' They're good antidotes for each other."

. . .

MARCH 7—Became convinced today that Edmunds must go. When the news is broken he won't understand why. His accounts are getting strong copy and layouts but E. contributes literally nothing beyond elbow grease on detail. Yet he's pleased as Punch, without slightest personal justification for satisfaction. Whenever I put a burr under his tail, he works everybody's brains but his own—which is effective but too time-consuming for our margin of profit.

. . .

MARCH 8—Spent 2½ hours this A. M. in super-serious copy session with Continental—fifteen minutes arguing between "dependable" and "reliable", thirty minutes in cold sweat as to whether anyone might think them boasting, etc., etc. If they weren't all personally so likable and sincere, I'm afraid I would have exploded either from nerves or amusement.

. . .

MARCH 9—McAfee brought me his first batch of copy drafts on the C. D. account. It jolted him to be told that it was A-1 handling of the usual material but useless in that it failed utterly to differentiate C. D. from competition. Told him to go home and put on paper every other presentation he could evolve, not be self-conscious about it and not be self-critical but let me do all culling. Strictly enjoined him against anything that in any way paralleled other advertising in the field. McA. puzzled but willing to play ball, even with a crazy umpire. Start advertising tomorrow for man to replace Edmunds.

. . .

MARCH 10—This A. M., McAfee, full of attempted apologies and explanations, presented new roughs for C. D. Didn't at all realize it but new stuff rings with conviction and distinction. Selected five, plus two of first batch, for immediate polishing then and there, and instructed him to go down to C. D. as soon as they were final-typed. He reported back, mid-afternoon, that Peck, mgr. of C. D., was immensely pleased, had O.K.'d five and killed two as "not up to the others". Since both rejections were from first batch, McA. is beginning to be convinced that his second attempt outshone his first.

. . .

MARCH 11—Trip to S—— to submit this year's *Post* series. W. J., sales mgr., approved all *en bloc* but refused to comment on particular advertisements. Whenever questioned, his come-back was, "Nothing doing—last year the ad. I picked as best was outpulled 3 to 1 by half-a-dozen others. From now on you don't find me committing myself."

. . .

MARCH 12—A nose-to-grindstone day on odds-and-ends—tiring and no compensating sense of accomplishment.

. . .

MARCH 14—Advertisements for copy man brought usual harvest. Two second grade plugs, four unseasoned hopefuls, one floater unsuccessful in half a dozen other lines but fully confident that, in the "advertising game", he can make good in a big way—and one possibility.

. . .

MARCH 15—Another applicant letter in this A. M. Beginning, "If your proposition is right, you may be able to interest me." Closing, "If you reply by return mail, you may be able to talk with me in person". Which scores zero in tact and selling sense.

. . .

MARCH 16—N. w. r.—nothing worth recording.

. . .

MARCH 17—Allowed myself a fling of artistic temperament. Warm

[CONTINUED ON PAGE 67]

CAN A MILLION PEOPLE BE WRONG *in their choice of a newspaper?*

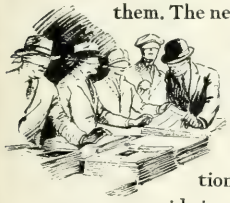


THE UNKIDDABLE PUBLIC!

Barnum thought otherwise. He may have been right—one day a year. A circus can get away with murder because it moves on.

But a newspaper stays *put*—in one place, doing business with the same people day after day. It can't kid its customers often or long; or they aren't customers after awhile—and it dies. Remember all the newspapers started by men who had axes to grind or fences to build? Flops, every one of them! Neither money nor ambition nor effort can make or save a paper that isn't right, isn't read, isn't *wanted.* Like having a liar in the family—the family soon finds out. The public soon finds out about a newspaper.

There are five big morning newspapers in New York City—some of them great, all of them good. Nobody has to read or take any one of them. The newspaper reader in New York has lots of choice; he can shop for newspapers to his heart's content, try a different one every day. He isn't even a subscriber, with a clock, dictionary, set of dishes, mousetrap or money paid in advance to compel him to stick to one paper. Generally he finds his morning newspaper at the newsstand. He has to come and get it, every day. Nobody sells him his newspaper, he *buys.*



Every newspaper in New York exists in open daily competition—front pages facing the world and the customers. Every publisher put out a new product every day; only the package is the same. Every morning paper has virtually the same news and most of the news. All of them of the same price but one. All of them are just as easy to buy, and can be bought in the same place.

BUT two fifths of all the morning newspaper buyers in and around New York City buy *one* newspaper—The News, New York's Picture Newspaper. More than a million people who might buy any other paper buy The News. It isn't just an old habit, because all of them started to buy it within the last seven years. They aren't one kind of people because there isn't a million of one kind of people in New York. They are the same kinds of people who buy all other newspapers. They live on Park Avenue as well as Tenth, in Greenwich Village and in Greenwich, Conn. They make and spend as much money as other people. They want the same things in their newspapers as other people want.... But they buy The News.

Can a million people be wrong in their choice of a newspaper? The News is different, tabloid, illustrated with pictures, a new type of compact journalism. If it wasn't a good newspaper, a complete newspaper, a serviceable and satisfying newspaper, would it have the largest daily circulation in America? Would more than 1,100,000 people buy it day after day if it wasn't right, wasn't wanted?

Every business man who spends money for advertising in New York City will do well to answer for himself these questions. In conclusion, may we ask another: Isn't the paper most people buy and read the best medium for your advertising?

Tribune Tower, Chicago
25 Park Place, New York

THE NEWS
New York's Picture Newspaper



Entire advertisement copyrighted by The News. Reproduction prohibited.

INDUSTRIAL ADVERTISING and SELLING

This department is devoted to discussions and news of particular interest to industrial advertisers. Other articles that apply to both industry-to-industry and manufacturer-to-consumer marketing will be found elsewhere in the issue.

Training Our Young Men

By W. E. Underwood

Advertising Manager, National Lamp Works of General Electric Co.

WE have come to believe that for us, at least, it does not pay to hire from time to time high-priced advertising men, experts in some line or other with ten or fifteen years of experience behind them. The man is too set, too inflexible, as a rule, to absorb our many unusual ways of doing business.

On the other hand, the youngster coming straight out of college has no preconceived ideas of business and we proceed to shape and train him in our own way. Naturally the green graduate does not begin at a princely salary. He is told right at the start that he is in for the hardest work he ever did—that the five o'clock whistle isn't going to mean much in his young life.



In choosing the candidates we usually have from ten to twenty young men on the waiting list. First of all, we want to see the applicant in person. It doesn't take very long to size him up for the first three qualifications—earnestness, good health, reasonably good personality.

His school record is then examined. If he has completed a university course in fairly good standing, we think more of that as an indication of tenacity of purpose than of the educational value. We like fellows who have taken an active part in everything their college atmosphere afforded. Also we're a bit skeptical about a fellow who has no sense of humor.

The next thing we require is some indication of creative ability, for unless the applicant has considerable imagination he will fail in our work in spite of his other good qualities. We find out if he really likes to read and what he reads.

He is placed in the same office with a senior creative man with the understanding that this venerable being of thirty-five or so is his friend and mentor rather than his boss.

The older man spends quite a little time explaining our organization, and the youngster is encouraged to ask questions. We urge him to join the night class of the Cleveland Advertising School which is carried on by the local Advertising Club for which we offer to pay half the tuition fee. We send him through our own factories. We put him in the hands of a big printer for a day and similarly for trips to the engraver, lithographer, etc.

The senior man passes on to him less important letters to answer, criticizes his replies, whips him into shape until he learns that it is a major crime not to answer correspondence promptly. He is taught to dictate simply and to the point; taught to *think out* his reply before trying to say it.

Gradually work of more and more importance is shifted upon his shoulders almost imperceptibly. After six months or so the senior says to him one day, "You know I'm going out on the road for ten days. You are familiar now with everything here and I'm telling the chief that you'll handle the whole shebang while I'm away."

This is the acid test. We find out right there whether we've got a man, a jelly-fish or a buck-passer.

After from nine to twelve months the fledgling is put "on his own"—given some particular activities for which he alone is responsible and answerable only to the department head.

We find that mistakes are not unfrequent and we do not bear down heavily on that score, because nothing so develops initiative and judgment as this policy of giving the inexperienced but earnest man responsibility.

The junior men next are shifted about until after a period of two or three years, they have learned to do about every creative job the department has to offer.

There are two avenues of advancement, one within the department itself, and the other through our seventeen sales divisions. Advancement within the department is, of course, to senior creative positions. These are well paid and held by men of ten or more years in the department service.

Each of our sales divisions, in accordance with our "decentralized control" plan, is an almost independent selling organization. The Advertising and Sales Promotion Department of the home office fills a great need among the sales divisions for trained men—men who can become their own more localized sales promotion managers.

Looking back upon our several years of training green youngsters into good advertising and sales promotional men, we are conscious of much time and patient care spent in their upbringing, but it has paid well by developing a keen, clean, hard-working department and providing capable material from which to draw in any emergency.

March Meeting of E. I. A. A.

"Advertising Production" was the theme of the March meeting of the Eastern Industrial Advertisers Association, held on March 18 at the Hotel Sylvania, Philadelphia. Wesley B. Gibson of the S. W. Warren Company, New York, delivered a talk on "Paper," illustrating with motion pictures which showed each successive process in the manufacture of paper. Other speakers, representing the other principal elements of printing and advertising were: "Engraving"—P. L. Hildebrand, Graphic Arts Engraving Company, Philadelphia; "Printing"—Morris Weyl, Edward Stern Company, Philadelphia; "Art and Layout"—F. J. Suhr, Coan, Dempsey and Dengler, New York.

It was announced that the speaker at the April meeting will be S. E. Conybeare, assistant sales manager in charge of advertising of the Armstrong Cork Company, Linoleum Division, and president of the Association of National Advertisers. His subject will be: "Why Have an Advertising Contest"?

Allan Brown

A Synopsis



ALLAN BROWN, advertising manager of The Bakelite Corporation and president of the Technical Publicity Association, made his business debut in 1912 with Niles, Bement & Pond. In 1914 he served as New York agent for three large steel companies. Reinforced


The Des Moines Register
and Tribune-Capital
gives its readers
All the Big News Services
Associated Press
United Press
United News
International News
Consolidated Press
North American Newspaper
Alliance
Washington News Bureau
Chicago Market News Bureau
400 exclusive Iowa
correspondents
Daily Circulation now
considerably in excess of
200,000 copies
PRINTER - TELEGRAPH

by this experience he joined the staff of Life Publishing Company in 1916, in charge of circulation. On this work he covered all of the principal cities in every State of the Union and in Canada. In 1917-18 he played the part of a Navy lieutenant in the big show.

The following year he became secretary and treasurer of the Condensite Company of America, and also directed the advertising of this concern. When the Bakelite Corporation was formed Allan was selected for manager of advertising and publicity. All Bakelite is Brown, and ever since the company started Brown has been all Bakelite. He has found time, however, to contribute to his profession by serving as president of the T. P. A., director of the N. I. A. A. and of the Screen Advertisers Association, member of the National Commission and chairman of the National Advertisers group of the New York Advertising Club.

Aside from advertising, his serious hobbies are building ship models and digging small white balls out of bunkers.

Tailor-Made Tire Chains

By F. G. Hodell

President, the Chain Products Company

WHILE it is generally well-known among automotive accessory and hardware dealers that tire chains offer one of the most profitable units of sale, is is conceded that tire chains have always been among the most difficult of all accessories to service, because there have never been proper tools for the job.

To maintain a representative stock of ready-made tire chains requires a considerable capital investment and large storage space. Most dealers can afford neither. Consequently most dealers carry only a partial stock, and therefore miss many sales because so often the size tire chain wanted is not in stock.

After considering all the obstacles of the old method of selling and servicing tire chains, we decided that there was only one thing to do—start a new method of selling tire chains—begin at the beginning again.

First, we decided to enable the dealer to eliminate the expensive fitting that took much of his time and for which he never was equipped. To do this we had to devise a means for him to sell tire chains that fit the tire exactly. And the only way for him to do this was actually to take over the final operation in the manufacture of tire chains. That means, of course, that he would have to be given a tool to cut chain stock the exact length required, and tool equipment to make it possible and practical for him to rivet on the side chain fasteners properly.

Reaching these conclusions it becomes obvious that the dealer's stock is very greatly reduced—reduced in fact to an arbitrary footage of each of the six standard widths of continuous length tire chain from which all size tire chains are made. So approximately one hundred feet of each width is packed in specially designed wooden shipping cases, which, when the cover is removed, slip



right into the storage space of the service station (shown in the accompanying photograph). A cutting tool, that also opens and closes connecting hooks, was designed. A rivet set that enables an inexperienced person to make a perfect riveting job was also produced. Then a long-discussed one-piece fastener was invented which fitted into the new scheme perfectly.

With these developments, designing the cabinet to hold the stock was comparatively easy. All of the tool equipment is on the hardwood work bench. Connecting hooks, fasteners and bags to hold the finished pair of tire chains are contained in bins just below the work bench. On the customer's side of the service station, a similar row of bins holds the six different widths of standard cross chains sold for repairs. Trays are provided for display of other articles in the dealer's accessory stock. The service station fully stocked and completely equipped occupies a trifle less than 9 sq. ft. of floor space.

The service station is sold outright to the dealer. It comes to him fully stocked and completely equipped, and can be made ready for business in thirty minutes. Patents are applied for on the service station cabinet, the service tool and the one-piece fastener as well as for the merchandising system of marketing tire chain in continuous lengths in the service station. The service station stock and equipment is sold through automotive and hardware jobbers just as our staple line of ready-made tire chains have always been sold.

"Speed Up with Air"

It is an interesting commentary on the universal use of compressed air when we see the demonstration idea followed by one of the manufacturers of portable air compressors and air tools.

The accompany picture shows a Sullivan 110 ft. portable compressor, on which the company's slogan "Speed Up With Air" is prominently displayed. The machine is mounted on a Ford truck, giving maximum portability and ease of movement from one job to another. This particular rig is used in Boston to demonstrate to contractors the added efficiency and time and labor saving possibilities of compressed air power.



Process Color Standardization

By Arthur Ogle

Secretary, Association of National Advertisers

THREE years of continuous effort on the part of the A. N. A. and other cooperating organizations in the campaign to standardize process colors used in four-color printing seem likely to culminate in at least moderate accomplishment this year.

The most important result of color standardization will be more faithful reproduction of art work and a more uniform reproduction in all publications. It is difficult to attach a tangible money value to benefits which every color advertiser will derive from this feature alone. But in addition it will result in savings of considerable magnitude in the making and proving of color plates. The entire program is without doubt the most important step forward since the invention of color printing itself.

There are four accepted process colors: red, blue, yellow and black—but the shades of these colors used by various publications extend over so wide a range that there is no possibility of uniform reproduction from the same plates. Nothing is more logical, therefore, than a move to standardize the actual shade of each process color used. This has now been definitely done by the working committee of the American Institute of Graphic Arts, working closely with the U. S. Bureau of Standards.

While the technical work has been difficult of accomplishment and has necessarily extended over a long period of time, it will mean little until the established standards are actually in use by every interest related to color advertising. The program must be accepted by the publications, by the engravers, by the ink makers, by printers, and by color advertisers and their agencies.

Actual steps toward adoption of the program have awaited further development of the technical work to the point where authoritative results could be published in the form of a complete manual for the use of advertising managers, production managers, engravers and printers. This is now being compiled by the working committee of the American Institute of Graphic Arts. Publication of the manual will not be possible before the early part of 1928, but it is believed that it will be possible to have the standard process colors in use by national magazines before the actual publication of the book.



Market Interpretations of Utmost Impartiality Are Demanded by Mr. Careful

The mere collection of market figures is but a small part of the function of The Iron Age. While accuracy is the foundation stone of their value, their presentation requires sound judgment in the evaluation of market developments, so they will at all times be true indicators, and fair to both buyer and seller.

The assembling and editing of the weekly reports of some fifteen field men are in the hands of an editor who has had similar training and is well experienced in sifting, sorting and weighing market news. His familiarity with the various phases of market practices covering a wide variety of commodities brings to these figures the final touch of authenticity.

On them are based the contracts for thousands of tons of iron and steel.

That's why he reads THE IRON AGE

He finds in it the things he wants to know—information which he could not duplicate for a hundred times his subscription price. And because there are many thousand who hold the same opinion of their metal trades authority, some 1300 regular advertisers use THE IRON AGE to reach this high type of metal trades executive.



Multiple Benefits of Compulsory Newspaper Combinations

By Rhey T. Snodgrass

Advertising Director, *The St. Paul Dispatch and Pioneer Press*

IN discussing the question of the combination newspaper as applied to national advertising campaigns, we must be extremely careful not to overlook the one most important purpose in advertising: namely, to sell goods for the advertiser. It is quite possible that some of the criticism which is offered against the combination newspaper, if thoroughly analyzed, would be found to arise not so much from the notion that combination newspaper advertising is unsound from a merchandising standpoint but that it is inconvenient as not exactly fitting the plan of campaign for the moment. Then the question becomes, not "Shall we give ourselves the most efficient possible advertising in a given city?"—but instead "Shall we follow in this given city the exact program which we are choosing in other cities?"

Going back to the origin of the advertising plan, it is not uncommon, in fact, it is rather customary for some man or group of men to decide first whether the appeal is to be made to men or women and then build up a newspaper list accordingly. Two common fallacies enter into this process. One is the assumption that because the woman actually purchases the greater part of all retail merchandise, she is therefore the sole determining factor in those purchases. This does not always hold good. In fact, a great deal of merchandise which is largely bought by women is largely influenced by men.

The second fallacy which must be looked out for is that goods appealing to women must necessarily be advertised in evening papers and not in morning papers. There are hundreds of striking examples proving that this is not the case. Some morning papers get a better advertising response from women than they do from men. Some evidently have the appeal about evenly divided. When Condé Nast wanted to get circulation for *Vogue* (just about as Simon Pure women's proposition as anything ever advertised) he placed his advertising exclusively in the *New York Times*, a morning paper. He got women readers. Some women read morning papers, some evening, some both. There are a lot of different conditions—different communities, different women, different papers, different times of year.

Some of the more violent critics go so far as to say that the use of both morning and evening papers in a given community is a waste of the advertiser's money. This contention must be based solely on theory. There are plenty of facts to show that the combination paper not only does not waste the advertiser's money, but frequently if not usually, provides the movement of merchandise more economically than separate issues. There is no humanly possible way of determining the hour or the mood in which the customer will accept advertising and act upon it. Nearly all advertising is addressed to more than one member of the family. The one only way to make certain that your advertising fits into the family life perfectly, gets before every member of the family at the time and under the conditions when each member is most receptive, is to place that advertising in the home delivered newspaper which most fully covers the market, morning and evening. You then have not only circulation to the home but sure circulation within the family circle regardless of each member's daily schedule or preference as to newspaper reading.

What every advertiser really wants is not a list of papers, not rates per agate line, but a thorough, definite cov-

[CONTINUED ON PAGE 56]

Combination Is Good Business

By James Kerney

Editor and Publisher, *Trenton Times*

CIRCUMSTANCES, rather than any clever planning, eventually led to the merging of what had formerly been three separate newspapers in Trenton. These were the *Evening Times*, which had easily attained to the position of ascendancy in the field, the *Sunday Advertiser*, which was a prosperous property, and the *State Gazette*, published in the morning field since 1792, which was a going newspaper but had no little difficulty in making the grade.

We have a compulsory combination rate which is enforced in our papers primarily because it is good business. If the combination were detrimental to the best interests of our advertisers, it would not be good business. When the *Times* and *Gazette* were consolidated, we did not go after "all the traffic will bear." We made a combination rate that was two cents a line less than the old separate rates in the respective morning and evening papers. This applied to both local and foreign business. I am glad to say that it apparently has met with a good reception on the part of all advertisers. The merchants of Trenton reacted pleasantly to the compulsory combination and our experience proved that we found it more economical and more efficient than the old method.

From the merchant's point of view, he is actually spending less money under the new method, in many instances, than he did under the old, and he is obtaining complete coverage. Of that there can be no doubt. With the passing of the first twelve months the new arrangement will have been completely inaugurated without the loss of a single advertiser and with the knowledge that those who support the papers by the spending of their money have been completely satisfied. So much for the advertisers' point of view.

From the publisher's standpoint, the combination is economically sound. It permits the publisher to strengthen, in this instance, the morning paper. The very fact that the morning paper carries the same quantity of advertising as the evening paper gives an entirely different aspect to its importance and power. In this way again the advertiser is benefited. If the morning paper was not published for lack of profitable advertising or for any other reason, there would be no morning coverage in this territory. This would prove a severe handicap, not only to the local but to the national advertisers who demand complete coverage.

There is a civic point of view, too. This zone, with upward of 200,000 population, must never be dependent upon newspapers published in Pennsylvania and New York. Its morning newspaper must be a strong community organ, editorially and economically.

29.4%
GAIN

IN February, McCLURE'S circulation gained 29.4%. A strong editorial content plus effective sales promotion makes circulation strides with every issue.

Every month McCLURE'S advertising reaches between twenty and twenty-five million newspaper readers in the principal trading centers of the country—your most profitable marketing areas.

With such rapid circulation growth in the logical trading centers, many well-known advertisers find that it pays to—

include McCLURE'S!



The New McCLURE'S
The Magazine of Romance

R. E. BERLIN, *Business Manager*
119 West 40th St., New York
Chicago Office, 360 N. Michigan Ave.

The 8pt. Page
by
Odds Bodkins



C. S. TROTT, of Parker-Kolon Corporation, writes a note in which he observes: "A good advertisement, like a good play, generally is one that is not written but rewritten."

Yes—and no.

It all depends on what is meant by rewriting. I have seen advertisements that were so perfect in the first draft—because they so clearly said just what was meant to be said—that to have touched them would have been to injure rather than improve them. And I have seen others that were worked over for weeks before they finally shaped up.

I believe there is entirely too much editing of copy, too much rewriting on paper that takes the freshness and life out of the copy.

The trouble is, more of this rewriting should be done in the writer's mind before he even puts a word on paper. Let him get a sound idea for a piece of copy and live with it for several days as he would with some important letter he must write. Then, when it suddenly comes to him that *now* he could write that piece of copy, let him sit right down and scribble it off, whatever the time of day or wherever he may be, and that copy will need very little rewriting. The rewriting will have been done by his subconscious mind.

Even agency copy men faced with requisitions for all the copy they can turn out in the working day would find their work easier and their copy improved if they would keep their minds always geared into copy two or three days ahead of its actual production. They would be harnessing their subconscious minds to their work, and their copy would have greater ease and depth.

—8-pt.—

Vol. 1, No. 2 of *Institutional Merchandising* reproduces a tavern sign once displayed on the porch of an old Long Island Inn which is almost a history of the time:

RULES OF THIS TAVERN

Four pence a night for Bed
Six pence with Supper
No more than five to sleep in one bed
No Boots to be worn in bed
Organ Grinders to sleep in the Wash house
No dogs allowed upstairs
No Beer allowed in the Kitchen
No Razor Grinders or Tinkers taken in

It's a wonder they didn't discriminate against "peddlers and advertising agents!"

It isn't often that I pay any attention to the luridly lithographed blotters that come to me through the mail with my grocery or meat bills, but this week I received one that should be thumb-tacked up over many men's desks. It says: "When a man loses confidence in himself, he makes the vote unanimous."

—8-pt.—

I leave it to you: will this young lady get a job?

YOUNG LADY is looking for a position. Instead of telling about my personality and experience, &c., which one usually reads about in these columns, let me tell what I have done: I have written a poem, a story, a book; I have typed, operated a switchboard and dusted desks; I have held a junior executive position, taken notes at board meetings and negotiated large sums for a banking organization; I have been on a newspaper, done publicity work, entertained celebrities; I have a college training and come of a good family; I owned a book shop and I have a sense of humor. Writing is a noble profession, but a lean one. I am willing to do anything—anything Mrs. Grundy will approve of. This is no hoax, just a genuine plea for a job. After all we must eat. L 67 *Times*.

My own private opinion is that if she were twins or triplets, she could sign herself all up without delay!

—8-pt.—

The Egyptian packet brings me a picture post card from our old friend Jesse Neal—



showing him hobnobbing with a Sheik in the shadow of the Pyramids!

Sara Birchall couldn't sleep the other night so she got up and wrote verse in an endeavor to woo Morpheus. The title explains the insomnia perhaps, but the theme savors more of a nightmare.

THE APPROPRIATION

Ten thousand dollars, sitting pretty fine,
The manager saw it, and then there were nine.
Nine thousand dollars can pay a lot of freight,
The president heard of it, and then there were eight.
Eight thousand dollars still could reach to heaven,
The printers struck for wages, and then there were seven.
Seven thousand dollars, spread thin among the hicks,
The papers raised their line rate, and then there were six.
Six thousand dollars to make a dealer drive,
Directors cut a melon, and then there were five.
Five thousand dollars to last a year or more,
The boss had a party, and then there were four.
Four thousand dollars to reach from sea to sea,
They sold the boss direct-by-mail and then there were three.
Three thousand dollars, feeling pretty blue,
The boss had indigestion, and then there were two.
Two thousand dollars? We'll put it in the *Sun*,
The State went Democratic, and then there was one.
One thousand dollars, brooding all alone,
Can't do nothin' with it, and so there was none!

—8-pt.—

The New York Edison Company has made excellent use of a blotter to forestall complaints. This blotter shows in graphic form a month-by-month comparison of daylight hours, which accounts for the seasonal variation in electric light bills.

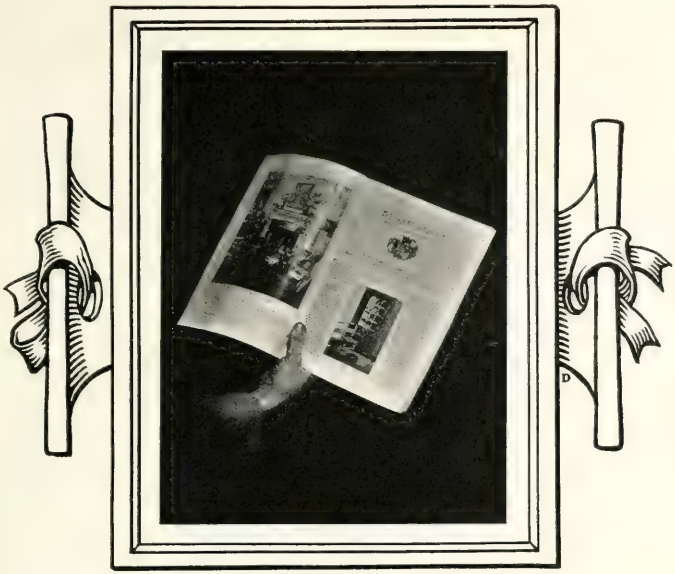
Just to glance at this chart and discover that there is a difference of 24.2 between June and December in the percentage of daylight explains much even to the most ignorant consumer.

So simple a device as this blotter, broadly distributed, might well effect a material reduction in the cost of complaint clerks and correspondence.

—8-pt.—

For copy sublety I should like to cite a current Knox advertisement of just two sentences:

"Twenty-two presidents have worn Knox hats. That includes even the economical ones."



"WINDOW SHOPPING"

LEADS TO SALES!

Big merchants pay big rentals to give their show windows strategic position as to pedestrians and traffic.

THE HOUSE BEAUTIFUL

Stimulates a fascinating form of the window shopping habit in 90,000 homes, among a selected audience which ***pays*** for the opportunity to inspect the displays offered.

Big manufacturers—(and small, too)—buy House Beautiful strategic display space because it fronts on the Avenue of Reading Matter on ***every spread***—and at a rate based on 80,000 net paid (ABC) with an actual circulation of 90,000.

THE HOUSE BEAUTIFUL PUBLISHING CORPORATION

A Member of the Class Group

8 ARLINGTON STREET BOSTON, MASS.

"Doing Business" in "Other" States

[CONTINUED FROM PAGE 21]

liability of your company to this state, so that a satisfactory adjustment may be reached.

A corporation manager is tempted to dismiss the matter with:

"We've gone on so far without trouble; let's keep on till we're stopped." Dangerous reasoning that! "Getting stopped," particularly as it relates to corporations before the law, has a way of turning out to be more harsh than it would be with the conduct of an individual. The courts have a way of enforcing the law as they find it, whether the cost be $62 as it was with Wilson & Company in an illustration already given, or $146,637, as it was with a bank. The courts have repeatedly stated that they have no option but to enforce the law against corporations which persist in not doing what the law plainly says they ought to do.

TEXAS is one of the states which impose no penalty other than to deprive the corporation of the right to sue. In that state—whose fees are heavy—it is a remark commonly heard among Dallas branch managers:

"We watch our credits. So long as we sell no bad ones, we're all right. Our house does business only with firms that we can trust not to sneak behind the technical cloak of that law to avoid payments or break contracts."

Well and good, so far as it goes. When, however, such a contract is assigned by the Texas party, or when a receiver intervenes, or the administrator of an estate, the law comes to bear. The surety companies have brought many a corporation to grief. In another state, Tennessee, a coal mining company failed. One group of creditors made a desperate drive to collect their accounts. As they delved into matters, they made these discoveries: The coal company had failed to domesticate in Tennessee; one shareholder had borrowed against his stock and had failed to meet the loan; and a bank had taken over the stock in its own right. The creditors sued the bank. Their contention was that the corporation having failed to domesticate, its business was being done "as a partnership" and that, on that basis, each stockholder was a partner. The bank had become a stockholder! The higher courts, on appeals, supported this view of the case. A bank, 4000 miles distant from the coal mine, paid over to the creditors the sum of $146,637.

"Interstate" transactions may be carried on without regard to the laws of any state. Just the moment, however, that business ceases to be thoroughly interstate this Federal protection is lost. Business then becomes "local" or "domestic," and the corporation is adjudged to be "doing business" in the state; the latter requiring that it shall "qualify" in order to do that business lawfully.

The vital question becomes, then: "What is and what is not 'doing business' in the technical sense in the states?" No knottier question faces the business executive. For sixty years the problem has been the same, but only within ten or fifteen years has the matter become serious. The change, almost sudden, has come with the need of the states for more revenue. So long as the revenue feature had not developed—corporations ran little risk; but, with the need for greater incomes, the states have imposed heavier penalties in the form of fines, and their departments have a new purpose in demanding compliance with their laws.

No one has been able to find a clear-cut definition of "doing business." The harried corporation can seldom know, to a certainty, whether it is or is not breaking the law until its acts are scrutinized. A few principles are clear:

A corporation, wherever domiciled, has the right to do business by mail, telegraph, or telephone. It has the right to send salesmen into any state for solicitation of business; but it must not permit the salesman to complete contracts. All contracts must be validated at the home office. It is for this reason that a publisher will insert in his contract with an author such a clause as this:

> It is mutually agreed between the parties hereto that this agreement, regardless of the place of its physical execution, shall be treated by the parties hereto as though executed in the State of New York, and be interpreted within the purview of the laws and statutes of the State of New York.

IT is for the same reason that a manufacturer's catalog prints conspicuously under the "Conditions of Sales and Contracts" such paragraphs as the following (taken, in this instance, from The American Well Works, at Aurora, Ill.):

> All quotations and prices made on behalf of this company are subject to final acceptance at Aurora by an executive officer of this company. Orders made thereon, or contracts resulting therefrom, are not binding until so accepted.
>
> All contracts arranged or drawn in any state other than the State of Illinois by anyone for this company are subject to final acceptance at Aurora by an executive officer of this company, and are contracts of Illinois. No such contract is binding until so accepted.

Delivery of the corresponding goods must be made by shipment across a state line. Salesmen may display samples, but must not deliver either goods or parts. Contracts thus made are lawful. Their terms may be enforced through the courts. The entire transaction, when of this character, is thoroughly interstate. Authority to do such business need not be obtained from individual states, nor may any one of them lay a free-collecting hand on the profits of the transaction.

That course is simple. It is easy to see that business executives of twenty-five years ago began as boys, advanced to management, and in due time, retired into the sunshine of California without once in their business careers hearing the dread phrase "foreign corporations." In the way of conducting business a generation ago, everything was interstate by the very conditions of industry at that time.

LET the corporation, however, open a sales office in another state for convenience in covering that territory, and it approaches the dead-line of danger. Growth brings risk. The office must be conducted most carefully and the officers must step warily if they are to avoid "doing business," in the technical sense, in that state. If business is "transacted," in this legal sense, the corporation must comply with the law or run needless risks of the sort already suggested.

The validation of a contract by the local office, the keeping of an account with a local bank, the acceptance of a payment on account of some sale, the keeping of certain records in the local office, the manner of signing a lease for the office space—acts so innocent-looking as these in nearly every state will constitute "doing business."

The corporation becomes clearly liable to the law if it goes a bit further in such particulars as sending workmen into the state to make ordinary repairs or to install equipment; or to recondition, for sale to another, any goods that have been refused or repossessed. It becomes liable should the agency keep on hand and distribute repair or replacement parts; should it carry a spot stock of goods, either in agency storerooms or with a public warehouse; or should it resell "used" or second-hand goods accepted as part payment for new goods. Even isolated transactions of this sort have been disastrous, although a bit of business strictly isolated and accidental has usually been condoned by the courts.

A New York court once laid down a rule that has since been generally accepted within that state, and its precedent has often been followed elsewhere. The principle is: "If the single transaction be a part of a general attempt to transact business in violation of the statutes, the first transaction is as illegal as subsequent ones."

The only rule, for transactions verging on the border-line of doubt, is that each must be examined by itself. The law-makers with each revision of the statutes strive to make the law more inclusive; they try to bring within the law everything not "interstate" beyond all question. In the illustrations already given the intention has been to show how many times a corporation breaks the law unwittingly.

Courts have a tendency to evaluate each transaction in the light of the corporation's motives. Quite frequently the motives become manifest through acts done subsequent to the one that causes the suit, so that more than once a bit of corporation conduct that had an innocent appearance has become guilty-looking by the time the case comes to trial.

The International Correspondence Schools—to point to a well-known instance—follow the mail-order method in their work. Yet they have tried, in vain, to keep their transactions "interstate." Solicitors living in Kansas and selling "scholarships" in that state, brought forth a handful of contested cases, occasioned by the Scranton cor-

The Source of Ideas for the Men Who Plan and Buy—



There is a basic connection between automobile and typewriter, between steam shovel and steam turbine, between airplane and microscope, between washing machine and printing press—

It is a fact that the builders of these diverse machines and instruments all meet common problems of shop equipment, management, labor, finance.

And as for shop equipment, the common source of information for buyers and planners is the American Machinist.

Superintendents, General Managers, Master Mechanics, Works Managers, Chief Engineers, Production Managers in the metal-working industries testify that they use the editorial section and the advertising section of this journal constantly as a source of ideas, and the latter even more than the former.

We have marketing data applying to YOUR field. Write!

American Machinist

A McGraw-Hill Publication-ABC-ABP

Tenth Avenue at Thirty-Sixth Street - New York

"ASK ME ANOTHER"

The Advertising Man's Own Quiz —With a genuflection to Esty & Spafford and Viking Press, Inc.

Every advertising man should know the answers to these questions.

A prominent advertising agency executive scored eighty-four points out of a possible one hundred. A leading sales manager managed to score seventy-eight.

Eleven men scored one hundred. You will find out about them with the answers.

How many can you answer? Credit yourself two points for each question.

1. What industry led the United States in total advertising expenditures in 1926?
(a) What industry was second?
(b) What industry was third?
2. What type of retail stores serve more customers per day than any other?
3. What merchandise formerly imported from Japan has been largely replaced by goods of American manufacture?
(a) Why?
4. What percentage of the drug stores of this country are located in towns of ten thousand or less?
5. What margin of profit is generally allowed retail druggists on:—Fast moving proprietaries?
(a) Sundries and fancy goods?
6. How many complete service wholesale druggists are there in the United States?
(a) How many salesmen do they employ?
7. How many "drug chains" are there?
(a) How many stores are operated by these chains?
8. How does the total volume of merchandise sold in chain drug stores compare with the total volume done by—
(a) Independently operated drug stores?
9. What one publication reaches practically every drug store in the country?
(a) What is its circulation?
10. How does this circulation compare with other publications serving the drug field?
11. What drug trade publication carries more advertising than the next six largest national drug trade papers combined?
12. What is the average number of different items stocked by Wholesale Drug Companies?
(a) Retail Drug Stores?
13. What is the average total overhead expense for drug stores?
14. How many drug stores change ownership each year?
15. What is the most complete and accurate list of drug stores?
16. Why is the 10th of each month so important to drug trade advertising men?
17. What is the meaning of "2-4-8" insisted upon by every druggist?
18. Why do most druggists favor advertised merchandise to longer profit unbranded merchandise?
19. Why do druggists favor the trade paper carrying the greatest volume of advertising?
20. What class of merchandise has shown the largest growth of sale in drug stores in the past ten years?
21. What famous Advertised Product was based on a scientific discovery in France during the world war?
22. What drug trade advertised product is conceded to have done more than any other single force to break down false modesty?
23. What popular American institution is found in more than 70 per cent of all drug stores?
24. What class of dealers receive more direct mail than any other single group?
25. Why are "cut prices" disfavored by so many advertisers?
26. Where is "headquarters" for drug trade information?
27. Who are the eleven men who answered these questions correctly?
28. On what single product is expended the greatest amount for drug trade paper advertising?
29. In recent years, what has been the most rapid and remarkable merchandising success among new proprietary medical products?
30. What popular Toilet Goods line has made Des Moines, Iowa, well known in every drug store?
31. What is the proportion of drug stores to population?
32. How many drug stores are in Manhattan?
33. Brooklyn?
34. Long Island?
35. Bronx?
36. Westchester?
37. What company is generally conceded to be America's largest advertiser?
38. What industry is controlled by the greatest amount of Federal and State legislation?
39. What drug trade paper recently pulled 856 inquiries from druggists from a single advertisement?
40. How many coupons from drug stores were pulled by the same advertiser's advertisement in the *Saturday Evening Post?*
41. From *Liberty?*
42. What is the meaning of the phrase—"Never up—Never in"?
43. How does this phrase apply to advertising in drug trade papers?
44. How many pieces of direct mail are received in the average drug store each week?
45. What chance has any single one of these to get attention?
46. What sure, economical method is available to manufacturers who desire to register a sales message in the drug stores of the country?
47. What percentage of the largest drug trade national advertisers regularly advertise in the drug trade's leading publication?
48. Why?
49. When you want information about merchandising in the drug field, where have you the best chance of getting it accurately and quickly?
50. When you think of the drug field, what publication should you think of at once?

Answers to These Questions Will Be Found on Page 84 (Advt.)

poration's effort to collect installments from "pupils." At another time the same concern shipped its text-books to Chicago in carloads, warehoused them, and then distributed them to "pupils" from that center. Again, when the school tried to collect from "pupils" in Illinois, it lost its just account; for failure to domesticate in Illinois. The interstate nature of its mail-order business had been completely altered by thoughtless modifications of the original method.

"How to know?" is, perhaps, the most uncertain phase of this whole matter. The new acceptance corporations are most unexpectedly finding themselves involved with states where they had no idea of "doing business"; publishers of newspapers and periodicals with agencies to solicit advertisements are being forced to domesticate in order to collect their accounts; publications with premium offers must guard their operations warily to escape domestication; every concern must be on guard unless it is certain beyond question that each transaction is "interstate."

Perhaps the only safe method is that of "taking counsel's advice in good season." That step, unfortunately, seems to be what corporations neglect to do; rather they persist in not doing.

Every uncertainty is apt to mean that the corporation would be technically "doing business." If this is so, a competent legal opinion is highly important; and, so tight is coming to be the definition of "doing business" in the states, the attorney's opinion is almost certain to be a recommendation that the corporation play safe by qualifying—in one alternative method or another—rather than be thrown out of court for neglect.

[This is the second of a series of articles by Mr. Haring on this subject. The next will appear in an early issue.—Editor.]

Obituary

Fred M. Randall, founder of the Fred M. Randall Co., Detroit and Chicago advertising agency, died suddenly at his desk in Detroit on March 19 at the age of 49 years. Mr. Randall was well known in the advertising field, having been an active leader in association and community affairs. He was a charter member of the American Association of Advertising Agencies and a member of the Audit Bureau of Circulations. Mr. Randall was a trustee of Cornell University and had served as president of the Cornell Club of Detroit.

John Henry Schwarting, who for many years was connected with Albert Frank & Co., New York advertising agency, died at his home on Sunday, March 27. He was sixty-six years of age, and had been associated with the Frank agency for fifty-three years. Through this long and varied association, Mr. Schwarting came into intimate contact with many of the prominent financial and industrial leaders of the day. He is survived by his widow and two sons, both associated with Albert Frank & Company.

what happens when we get "Metropolitan Minded"?

THE Vice-President of a manufacturing company answers this pertinent question in the February issue of *Groceries*.

He points out clearly the mistakes we fall into by "thinking in terms of the sales and merchandising problems current in the great centers of population—absorbing an urban viewpoint and allowing it to influence us unduly in our sales and advertising activities."

"We are unfair to ourselves"

he writes, "when we devote all of our attention to the city markets and exclude the rural and farm markets—unfair to our wholesale and retail distributors in the rural and farm section."

Who's to blame for private brand competition?

"We censure the wholesaler in these territories for neglecting the sale of our brands and for transferring his effort to the development of private brand volume. We feel the retailer is not a good merchant because he favors private brands of some commodities to a greater extent than do the city retailers.

"But in such cases is not the fault our own—are not the wholesaler and the retailer in the rural districts just as ready to sell those commodities which are easy to sell as are the city retailer and wholesaler?

"Isn't it a fact that we have not—and are not—rendering our distributors in the country as strong sales assistance as we have and are rendering our metropolitan distributors? That we are not and have not used in proper measure the publications, farm papers and newspapers that circulate in these farm and rural districts? And so we have neglected to build brand strength—consumer demand—and consumer acceptance for our products?"

Some significant figures

The writer quotes figures compiled from government records by the International Magazine Co., whose publications are city magazines and therefore not necessarily partial to showing the strength of the country and rural districts. They show that:

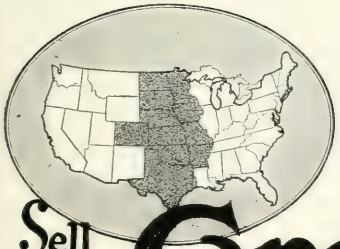
"Approximately 70% of the foodstuffs are consumed by families with incomes of from $1,000 to $2,000 annually. About 58% of this class is urban and about 42% is rural or farm."

Cultivate this neglected market

"It is therefore obvious that when we become 'city minded' we neglect a great part of our natural markets. It will pay us to study the farm and rural dweller—as he is now, not necessarily as he was—then cultivate his volume proportionately to our efforts in the metropolitan centers. By doing so we will help wholesalers and retailers serving this great rural area to obtain a greater share of the sales volume created by nationally advertised brands.

"Will this great rural area continue to be the most neglected field in the United States, or will shrewd merchants look upon this market as presenting their greatest opportunity for increasing sales of nationally advertised brands?"

M. L. CROWTHER
Advertising Manager



Sell *this Territory thru* Capper's Farmer

Circulation 815,000 Published at Topeka, Kansas, by Arthur Capper

THE MIDRIFF OF THE WORLD IN THE MIDWEST OF THE NATION

80% of our circulation is sent direct to the home by our special messenger system. The news stands carry the balance.

The Brooklyn Daily Times

is the popular newspaper that daily grows in favor in this field of 500,000 families. A. B. C. Auditor's report of 1925-1926 gives this newspaper the largest circulation in Brooklyn. During 1926 the Brooklyn Times' increase in advertising was 1,727,054 lines—the second largest gain of all New York morning and evening papers.

Reach This Two Billion Dollar Market via

The Brooklyn Daily Times

The community stimulator of the most concentrated market in the U. S. Place your message where it will reach the goal.

LORENZEN & THOMPSON, Inc.
19 West 44th St., New York, N. Y.
122 S. Michigan Blvd., Chicago
Kohl Bldg., San Francisco, Cal.

The White Space Value of Broadcasting Time

[CONTINUED FROM PAGE 20]

of the programs which I heard is absolutely nil.

By elimination of the long distance listener, the determination of a station's audience is greatly simplified. The listener, as a rule, selects the loudest station which offers an acceptable program. His first act, upon turning on his radio, is to tune in the nearest high power station, delivering the loudest signal to his locality. If its program suits him, he leaves the set tuned to that station because it gives him the most realistic reproduction. Hence determination of the habitual audience of a station is a simple matter of geography and statistics, an analysis of the available audience in the service area of a station. By the service area we mean that area in which the station's programs are heard with high quality and minimum noise interference.

Dr. Alfred N. Goldsmith, chief research engineer of the Radio Corporation of America, in a paper delivered before the Institute of Radio Engineers, gives the following service ranges for broadcasting stations:

Antenna Power (Watts)	Service Range (Miles)
5	1
50	3
500	10
5,000	30
50,000	100

These ranges are admittedly conservative because the standard of reception upon which they are based is somewhat above that demanded by the average enthusiast. Merely doubling or tripling these figures, however, does not give a truthful approximation of the service range. Conditions are complicated by the fact that the listener in rural areas, having no nearby stations at his service, is willing, at a sacrifice of quality, to listen to stations at somewhat greater distances than is his city *confrère*. Furthermore, radiation from stations rarely approaches perfectly concentric circles. Stations in large cities are subject to extraordinary variations in carrying power in different directions, owing to the shadow effect of buildings and other phenomena not fully understood. WEAF, for example, when at its former site on the Walker Street Building, was more difficult to hear in Pelham, N. Y., than were Chicago stations. Extended field strength measurements in the New York area have demonstrated conclusively that such surveys are necessary to establish the actual service range of a broadcasting station.

IN the absence of such surveys the following table,* giving the approximate service range, according to power, may be applied. In those directions in which the station is known to transmit poorly, the minimum service range should be used; in other directions, the normal range. In rural areas, where no nearby, high power stations, compete, the minimum and normal service ranges for rural reception should be used.

Power in Watts	Minimum Effective Range over Urban Area in Miles	Normal Effective Range in Urban Areas	Minimum Effective Range in Rural Areas	Normal Effective Range in Rural Areas Free from Competition from nearer Stations
5	1	3	5	10
50	3	7.5	12	22.5
500	10	20	35	65
5,000	30	50	90	160
50,000	90	135	225	360

*From "Using Radio in Sales Promotion," McGraw-Hill, 1927.

THE application of these figures will give the radio time buyer a reasonable foundation from which to compute the area from which a station's audience *may* be drawn. It enables him to exclude the chance listener who is not likely to be influenced by the high character of the commercial program offered, the only thing he is seeking to accomplish by expending money in broadcasting.

Having determined the service area, we may go a step further and attempt to estimate the actual listening audience at a given hour. From census figures, the total population in the service area is obtained; then an estimate is made of the percentage of radio listeners in the area. For the country at large, the prevalent estimate is one receiving set for each three families. There is so little statistical proof for this estimate that it would not be difficult to prove that it is either fifty per cent under or over the correct figure. The percentage of listeners is largely proportionate to the length of time high grade broadcasting has been available in the area under consideration. In the absence of reliable estimates, the following may serve as a basis:

In areas served by two or more high grade broadcasting stations for at least one year, the maximum potential radio audience may be estimated at ten per cent of the population; for two years, fifteen per cent; in areas served by four major broadcasting stations, two for at least three years, the other two for at least one year, twenty per cent; in areas served by at least three major stations for four years and with a number of minor stations, twenty-five per cent. These figures will be found to be considerably below the percentage having automobiles at their disposal, assuming in the case of the automobile, as we do with radio, that each car serves an entire family.

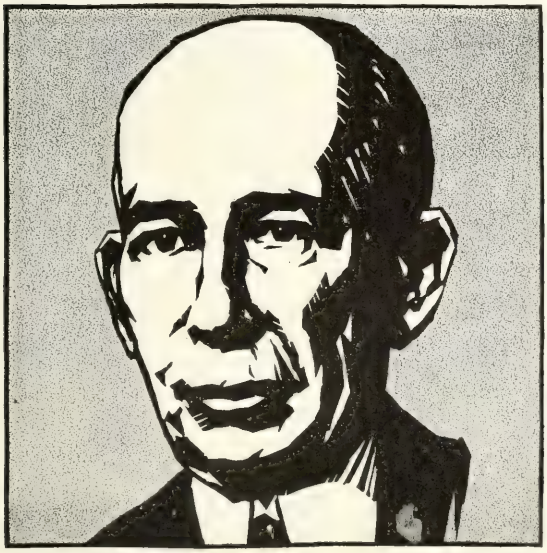
The potential audience in an area has the same significance as the circulation figures for a magazine. When you buy space in a magazine, you buy the opportunity to reach a definite circulation. But you receive no guarantee that the entire circulation will see your particular advertisement. It is certain-

KNOWN MERIT

McCALL'S

COLONEL EDWARD M. HOUSE

International Affairs





picture readers —all!

FIFTEEN minutes to wait for the train! Out comes the current magazine. Does he bury himself in some story, to be brought up sharply with that exasperating "Continued next month"?

Not on your life! No time for anything but pictures. Like a kid with a new picture book, his eye seeks them. They *tell* him something.

Serve him what he wants. Tell him—*sell* him the story of your product, in attractive halftone, line-cut, or color. Make him *see* it. He'll remember it long after mere type is forgotten.

For three generations we have helped advertisers, publishers and printers to make their pictures TALK. The best picture in the world is no better than the photo engraving that reproduces it.

Gatchel & Manning, Inc.

C. A. Stinson, *President*

[Member of the American Photo Engravers Association]

Photo Engravers

West Washington Square ∾ *230 South 7th St.*

P H I L A D E L P H I A

ly open to debate whether eight out of ten readers or but two out of ten readers saw the advertisement on page 180 of the last issue of the *Saturday Evening Post*.

As soon as we inquire into the number of *actual* listeners rather than *potential* listeners, we are carrying out a study equivalent to determining how many people actually read a certain advertisement in a certain issue of a magazine. Such an investigation of the radio audience might be dismissed as useless guess work were it not for the frequent claims of nationwide audiences totaling millions made by some enthusiastic commercial broadcasting stations.

THE potential audience divides itself in several ways. Were there no competition from other broadcasting stations and did every receiving set serve its entire listening group at all times, the potential listening audience would be the actual listening audience. Both assumptions, however, are quite unreasonable. The percentage of the audience actually listening varies with the hour of the day and the season of the year. Further, the actual audience divides itself among competing stations serving the same area.

It is impossible to apply scientific principles or the aid of statistics to such questionable factors. During the first month of set ownership the set is often employed five or six nights out of the seven. In the suburbs we often find listeners who maintain that listening pace month in and month out. On the other hand, there are those who wait for an important broadcasting event before they will bother to use their receivers. It is next to impossible to make a satisfactory determination, confidence in which cannot be shaken by a good argument.

The following table* of percentages is a conservative estimate, based on consensus of opinion, questionnaires and observation, of the percentage of the potential audience actually listening at a given time. It makes allowance for the fact that the entire family may not listen every evening, for faithful listeners whose receivers work overtime night after night and for the spasmodic listener who uses his receiver but rarely. It does not, however, take into account the greatly augmented audience readily secured for a big broadcasting event. The first Victor program, the Dempsey-Tunney fight and the World's Series, for example, no doubt brought out not only practically the entire potential audience but also attracted many visiting listeners who are not normally served by radio reception. The commercial broadcaster is, however, almost invariably concerned with average conditions.

	Mid-summer %	Remainder of Year %
Morning	5	7½
Afternoon	7½	10
Evening— 6 to 8	10	18
8 to 10	15	25
10 to 11	12½	20
11 to 12	8	12

*From "Using Radio in Sales Promotion," McGraw-Hill, 1927.

The final apportionment of the listening audience is the distribution of those remaining after applying these deductions among the several broad-

casting stations serving an area. In the absence of proof, based upon extended questionnaires and unbiased investigation, the broadcasting space buyer may form his own estimate of the division of the audience among different stations. The simplest way is to listen critically to all the stations serving the same area for a period of several weeks and to assign to each a percentage of the audience based upon its general program standards and quality of transmission. A number of such estimates distributed among employees of different ranks may give a basis for estimating a station's popularity. Each person's estimate reflects his personal tastes and, as a consequence, it is necessary to employ good judgment in obtaining estimates from a varied group, including not only the highly educated type likely to enjoy "higher grade" programs, but also persons of average tastes and education.

Admittedly, the deductions from the potential audience to determine actual audience and the distribution of the remainder among broadcasting stations is largely guess work, but it disposes effectually of broadcasting station solicitors who claim audiences of millions. Even in the largest centers of population it requires a very good station to win a regular audience of 100,000.

In the New York area, for example, there are approxmately 15,000,000 people. Assume a listening audience of 25 per cent, or 3,750,000. At 8 p. m. of a winter evening, 25 per cent, or 937,500 of that number, may be listening in. These listeners are divided among thirty-six stations, perhaps as follows: Station A, 28 per cent; B, 24 per cent; C, 16 per cent; D, 10 per cent; E, 8 per cent; F, 6 per cent and the remaining 8 per cent among thirty stations. On that basis, Station A has 262,500 listeners; B, 225,000; C, 150,000; D, 93,750; E, 75,000; F, 56,250 and the smaller stations an average of but 2,500. Now, if station A charges $600 an hour and one of the smaller stations $100, the cost per actual listener of the former is about 4½ cents and the latter 25 cents! So, hypothetical as our inquiry is, it brings to light rather startling information.

IN spite of these substantial deductions from the potential audience, it must be recognized that the commercial broadcaster has the opportunity of making this still large number his guests for a period of half an hour or an hour. That opportunity is not to be lightly regarded, especially when it is compared to the fleeting glance given to an advertisement in a publication. The commercial broadcaster is invited voluntarily by the radio listener to entertain him, while the user of general advertising media depends largely upon chance for his reward of reader attention. Circulations and listening audiences, therefore, are not fairly comparable from the numerical standpoint alone.

Broadcasting stations usually have a specific personality, based upon the habitual standard and nature of their broadcasting programs, which has an important bearing on station selection. This personality is of value in judging the type of audience the station attracts. Some stations broadcast mostly jazz and singers of the vaudeville type. Frequently such stations can claim

despite the
very little difference
between the
local circulations
of the two evening
newspapers of
Detroit there is
too little overlapping
to warrant
belief that either
one can "cover"
the market alone

P. S.
This is an advertisement of the Detroit Times

METAL PRINT CRAFT

IF you use Metal Signs-Name Plates-Number Plates - Badges - Checks - Emblems - Ornaments - Tablets - Tags - Fobs - Dials-Panels - Display Stands - Coins or Novelties, either Etched - Printed - Lithographed - Engraved - Embossed - Cast - Stamped - French Enameled-Porcelain Enameled - or Celluloid Facing with Metal Back, Grammes Metal Print Craftsmen can serve you in an artistic, economical and efficient manner.

By this mark you will know Metal Print Craft

Ask for "The Story of Metal Print Craft"

L. F. Grammes & Sons
INCORPORATED
Allentown, Pa.
NEW YORK PHILADELPHIA CHICAGO

The newest, most luxuriously furnished and conveniently situated hotel in the metropolis. The town home of many distinguished authors, producers and stars of the stage & screen

The BELVEDERE
New York

48th STREET WEST of BROADWAY, (Near Times Square)
Large room, private bath for one - Four Dollars - for Two
Five Dollars (serving pantry optional) - - - Restaurant
CURTIS A. HALE, Managing Director BOOKLET FREE

large mail response, just as some publications are known to secure a large volume of inquiries. The number of letters a station draws is not an important index to its popularity, because not all classes of people are habitual letter writers. The experienced station program director could, if he desired, formulate a program policy which would make his station a world beater in winning large letter response. The jazz audience and the premium seeking audience are the leaders among letter writers. If advertising in publications pulling large volume of inquiries is successful, the radio audience of such stations may also be useful to the commercial sponsor. But mere volume of mail response, with both media, is not a conclusive criterion of actual value.

ON the other hand, there are stations appealing to a more diversified audience by maintaining consistently high program standards and including the entire range of available broadcasting material in their regular programs. This ranges from highbrow classical symphony orchestras, semi-standard music, entertainers and dance music, as well as special features like sporting events, theatrical productions and speeches by individuals in the public eye. Statistical studies of the audiences of such stations as to the percentage owning their own homes, possessing motor cars, and other usual factors in such statistical studies, indicate audiences which are practically a cross section of the area served.

Business organizations have a definite personality based upon the cumulative effect of their contact with the public through sales, satisfied customers, and advertising. Broadcasting stations, likewise, have personalities, and the commercial sponsor should associate these two in a natural relationship. You would certainly be surprised to hear a tin pan jazz orchestra through WHN appearing for the purpose of winning good will for Tiffany's, and you would also be surprised to hear a Harlem haberdasher patting himself on the back in front of WJZ's microphone; yet things fully as unsuitable as these can be heard almost every evening of the week. Station and sponsor character, as well as audience numbers, should be considered when buying time on the air.

In a previous article the writer outlined some of the principal considerations which make a product and its maker a suitable sponsor for a commercial program. These factors are quite simple and definite. The selection of stations also is a matter of ordinary human judgment which may be fortified by a consideration of the facts regarding range and power, percentage of listeners in the population, percentage actually listening at certain hours and, finally, the division of those who remain, after these deductions, among the stations serving the area. The habit of associating listening millions with the broadcasting station microphone is one not easily disposed of but, by the application of the suggestions made above, the space buyer may form a more reasonable conception of the numbers he has an opportunity to reach. The cost per listener varies tremendously among stations serving the same area and, like any class of commodity or service, the cheapest is rarely the best buy.

Will there Ever be *too much* advertising?

OCCASIONALLY a discussion is started or an article written around the assumption that there will soon be too much advertising in the publications.

The point is not raised by the public. It is raised by the business men who might more wisely inquire into the *demand* for advertising—the people's *need* of printed information concerning the things they want to buy and use.

Set out to spend more than a few pennies in the purchase of nearly any commodity and you will find yourself wishing you knew more about it.

Take the subject of furniture, for instance. Your neighbor can quickly explain why he chose his radio; but can he tell you the name of the firm that made his furniture, or how furniture is made, or what makes good furniture?

Or building. Every day some hopeful home-builder comes a cropper through attempting to build minus the services of an architect. Why does he run this risk? Mainly because the public at large has no clear conception of what an architect does to earn his fee.

Or planting. Our government offers without charge a vast amount of printed information on this subject; so does the British Government. London advertises the fact. Washington does not. Is there any wonder that our average suburbanite can't tell you the name of the Bureau that supplies information on insects and tree pests?

Or textiles. How many men know the difference between cheviot, serge, unfinished worsted? Which wears longest? Why?

And still men stop to ask whether or not there is too much printed information placed before the people to tell them how to spend their money intelligently!

Next time somebody asks if we are approaching the saturation point in advertising, ask him when he thinks we will have reached the saturation point in science, in education, or in human progress!

GEORGE BATTEN COMPANY, INC.

Advertising

You Subscribe For A Number Of Different Magazines Don't You?

Is there any magazine you regard as so valuable that you subscribe for 20, 30 or 40 copies so that your business associates will be sure to have their own copy at home?

There are hundreds of banks which think well enough of one publication to subscribe for 10, 20, 30 and 40 copies to go to the homes of their officers.

It's the American Bankers Association Journal—high in reader interest and not open to every advertiser—but carrying unusual copy from scores of nationally known accounts.

The Journal's story will interest you.

AMERICAN BANKERS ASSOCIATION JOURNAL

Edited by James E. Clark

110 East 42nd St., New York City

Advertising Managers

ALDEN B. BAXTER, 110 *East 42nd St., New York City.*

CHARLES H. RAVELL, 332 *S. La Salle St., Chicago, Ill.*

GEORGE WIGHT, 25 *Kearny St., San Francisco, Cal.*

(MEMBER A.B.C.)

What Does the Farm Woman Want?

[CONTINUED FROM PAGE 32]

he can call his own even though it be only a drawer, or room under the window seat for his toys.

What are some of the ways in which the ideal farm house differs from the house in the city or the small town?

In the first place it must serve many purposes which in other homes need not be considered. As one of our readers from California put it: "In planning a farm house the first thing to take into consideration is the fact that a farm house, besides being a home, must also be its owner's business office; and the farmer's wife, besides being a housekeeper, must also be her husband's private secretary and telephone girl. (I can hear groans of assent to that last statement from every farmer's wife in the United States! Unless you have actually done it yourself, you have no idea what a bugbear it really is.)

"The kitchen should have windows on at least three sides, and I have mine arranged with one window toward the road so that I can look out on my flower garden and the distant mountains. There is room in the kitchen for two stoves—an oil stove in addition to the range—and they are placed together with a good sized pot closet near by. The box for the fireplace wood is under the bookcase in the living room, concealed by a door, and this box opens through to the hall, where it may be filled."

The same thought is expressed by a woman from northwestern Minnesota: "The planning of a country house is very different from that of a city house. The country house has many needs that a city house never has to meet; such as plenty of room for storage.

"The house can be separated into three divisions: the living area, working area, and sleeping area. The first refers to living room, dining room and porches; the second to kitchen, pantry, basement, laundry, and stairs; the third refers to sleeping rooms and bath.

"The living area should be comfortable; the working area must be convenient; the sleeping area must have privacy. All house planning is based on these three principles."

THE letter mentions one great difference between the successful country home and the home in the city: The former must have plenty of storage room for the products raised on the farm and for supplies bought in quantity. This, in turn, leads to another requirement: It must be built so that it is rodent proof, for the large quantities of grains stored on many farms draw rats and mice. To keep them from invading the farm house itself is a real problem.

One person, in commenting on this survey, said, "I would be willing to bet that they all want big kitchens." On that point the popular conception is wrong. Farm women realize that their time and strength are too precious to spend in doing a marathon back and forth across the kitchen, and the consensus of opinion among those who replied to the questionnaire was that the kitchen must be small enough to prevent a waste of energy during the greater part of the year when one woman is doing the work of the house but large enough to allow two people to work in it with reasonable comfort at those times when there are extra men to cook for—at threshing time and at silo filling time.

SINCE ground space is not at a premium on the farm it seems a good plan to many farm women to have the laundry on the same level as the kitchen. They feel that this is especially desirable when there are small children, but that it is desirable even when there are none because the farm housewife must do many tasks simultaneously, and she can do them much more easily if she does not have to go up and down basement stairs. On this point, however, there was distinct difference of opinion; the women being divided as to whether the laundry should be on the first floor or in the basement.

Another important suggestion in planning was that a bedroom be placed on the first floor. Such a room is important because of its convenience when there are small children or old people in the house. In case of illness it is absolutely necessary, for the family is often too far from any hospital to take the patient there, and it is almost impossible to secure a nurse in the country. This means that the farm woman must be nurse as well as housekeeper, and she can fully meet this dual responsibility only when the patient is on the first floor.

Many of those who expressed themselves in this survey would not use this downstairs room as a bedroom except when it would be required for invalids, and would use it at other times as a study, an office, a sewing room or an informal living room.

As the farm home is the one type which still does a large amount of sewing, farm women want a special room for that purpose. They suggest that it be equipped with drawers and shelves for materials and supplies, and several want the door of such a "cabinet" to lower and form a cutting table. Most of them want their sewing room downstairs so that they can pick up the work in the short intervals between other duties.

A number said that they want a corner in the kitchen where they can have a low rocker, with a shelf near it to hold a book or magazine. This is a real need in the farm home which still carries on many of the duties that have gone out of the town or city home. With this comfortable corner the mother can drop down for a few minutes to "cuddle" a cut finger or a



. . . *guffaw* . . .

Minus Mutt—Minus Jeff

MANY a U. S. citizen, not knowing who represents him in Congress, not knowing who is Secretary of Agriculture, is intimately acquainted with every feature, every exploit of Messrs. Mutt & Jeff.* Mutt, vicious, sadistic, punches Jeff, and millions guffaw. Jeff, tricky, worm-turning, clubs Mutt, and the populace holds its sides.

No animus

TIME has no animus against the comic strip. But neither can it find room for alleged "funnies" or many other distracting newspaper features.† TIME'S space is crowded, precious. Perhaps developments in China must be reported in two columns, or a prime minister's speech analyzed in 200 words. With so many significant things to relate, the insignificant is necessarily ignored.

Printing—attracting

TIME, printing the things that really matter, is thereby attracting the people that really matter. Not necessarily "bloated" plutocrats or butlered bluestockings, but alert, keen-minded, progressive U. S. citizens who pay $5 yearly for a clearer, saner world-picture than their newspapers can give.

Worth reaching

Is such a reader worth reaching? Are 135,000 of him a good market? Advertisers themselves have answered these questions by giving TIME (guaranteed average circulation 135,000) more advertising than is carried by any other weekly in the less-than-a million class.

ROBERT L. JOHNSON, *Advertising Manager*
25 W. 45th St., New York City
Main Office: Penton Bldg., Cleveland, O.

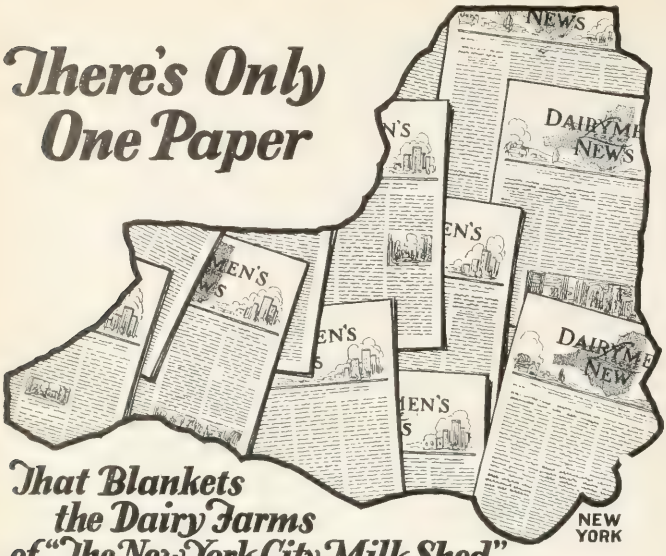
*Mutt & Jeff: Famed comic-strip clowns originated by Cartoonist Bud Fisher. †Ernest Elmo Calkins, able advertising agent, estimated (Atlantic Monthly, January 1927) that newspapers gave the Dempsey-Tunney fight more than $2,000,000 worth of free publicity.

$5 yearly: TIME costs more per word than any other U. S. Magazine

TIME

To Press Tuesday—THE WEEKLY NEWSMAGAZINE—*To Readers Friday*

There's Only One Paper



That Blankets the Dairy Farms of "The New York City Milk Shed"

THE circulation of the Dairymen's League News in the "New York City Milk Shed" is about three times the combined circulation of the two leading national dairy papers in the same territory. To reach Eastern dairy farmers effectively and economically, you must use the News.

The News is carefully read for its market reports, vital to every dairyman. The "Savage Feed Service" Department is the standard authority on Eastern dairy practice. The stories by George Duff are farm classics. In addition, there is a well-edited Home Page for farm women and a Kiddies' Korner that delights the youngsters.

Your sales message in the Dairymen's League News goes into homes where the milk check is an assured monthly visitor. Reader interest plus sustained buying power assures a responsive market.

Write for Sample Copy and Rate Card



DAIRYMEN'S League NEWS

New York
120 West 42nd Street
W. A. Schreyer, Bus. Mgr.
Phone Wisconsin 6081

Chicago
10 S. La Salle Street
John D. Ross
Phone State 3652

Get Your Story Over!



To make people stop, read and buy, use our Mechanical Advertising Books. Proven to be more interesting than any window display medium ever created. Highly endorsed by users. Write for full particulars

CHESTER MECHANICAL ADVERTISING CO., Inc.
Specialists in Motion Display, 168 W. 4th St., N.Y.C.

ELECTRICAL ANIMATED AND STILL DISPLAYS for WINDOW, COUNTER, and EXHIBITS

Effective - Dignified Planned Inexpensively

CONSULT WITH EXPERTS

ANIMATED PRODUCTS CORP.
19 WEST 27TH ST. NEW YORK

bumped head; she can relax here when she is waiting for the men to come in to dinner; she can get in a few minutes of reading while the bread is baking or the cans are "processing".

In addition to such definite comments nearly 900 women also suggested some of the intangible things that go to make the successful farm home. Their letters reflect the philosophy of the following extract:

"Children are quick to feel the pulse of the home. Aspiration, inspiration, high ideals, peace and calm must be in it. We women should make use of all the labor saving devices possible, that we may have more time to devote to our children and to the betterment of the community in which we live. Our houses should be homes—the places 'where the heart finds rest.'"

Compulsory Newspaper Combinations

[CONTINUED FROM PAGE 40]

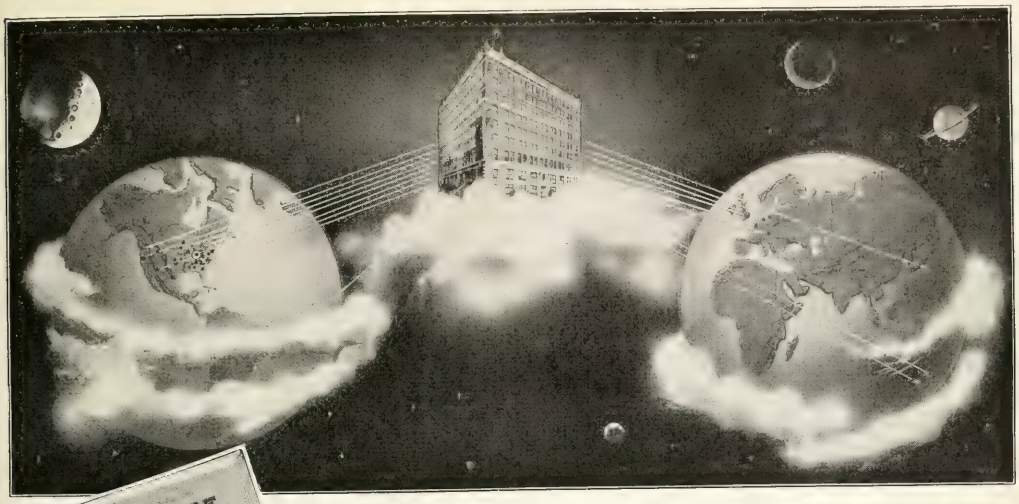
erage of a given market at a total cost which is compatible with fair merchandising expenses. This is exactly the problem of the daily newspaper. The strong probability is that the newspaper which has worked out this problem successfully for itself will also carry the advertiser along the same efficient and economical lines, to his decided advantage.

You may say you do not want our morning paper but only wish the evening edition. You do not know to what extent the strength of the evening edition is attributable to the very fact of the combination. You might just as well ask the *Saturday Evening Post* to sell you their R. F. D. circulation and not bother you with the cities.

It is objected that some newspapers permit local advertisers to use morning or evening editions optionally but require national advertisers to use the combination. This is the final condemnation hurled at combination newspapers. It is even called "rank discrimination."

Local advertisers on the average use far more lineage in proportion to their volume of business than national advertisers. They are bulk buyers of space. The probability of a local advertiser using sufficient space to make progress and profits is far greater than in the case of the national advertiser. For one thing, he has a more direct daily check upon his results. The newspaper's staff is in closer contact with him, perhaps daily, to point out the strength or weakness of his advertising effort. But still more interesting is the fact that the tendency of local advertsiers to use the combination is on the increase.

In the case of the *Dispatch* and *Pioneer Press*, the advertising rates in combination are very little more now than they were twenty years ago when





From East and West— Centering in the House of Penton

SERVING the hundred odd thousand industrial buyers who depend on the Penton Publications for business intelligence and engineering information, is a headquarters organization in the Cleveland office of thirty-five editors and assistants. A number of these men are nationally recognized as experts in iron and steel production and distribution, in the economics of business, in foundry practice, abrasive engineering, and marine transportation.

This co-ordinated, seasoned central editorial organization controls the activities of the world-wide news gathering staff of The Penton Publishing Co. Every day the radio, wires, and mails bring an avalanche of business information into the House of Penton for the benefit of the great army of industrial executives who *depend* on publications like Daily Metal Trade, Iron Trade Review, The Foundry, and Abrasive Industry, for vital business and technical information.

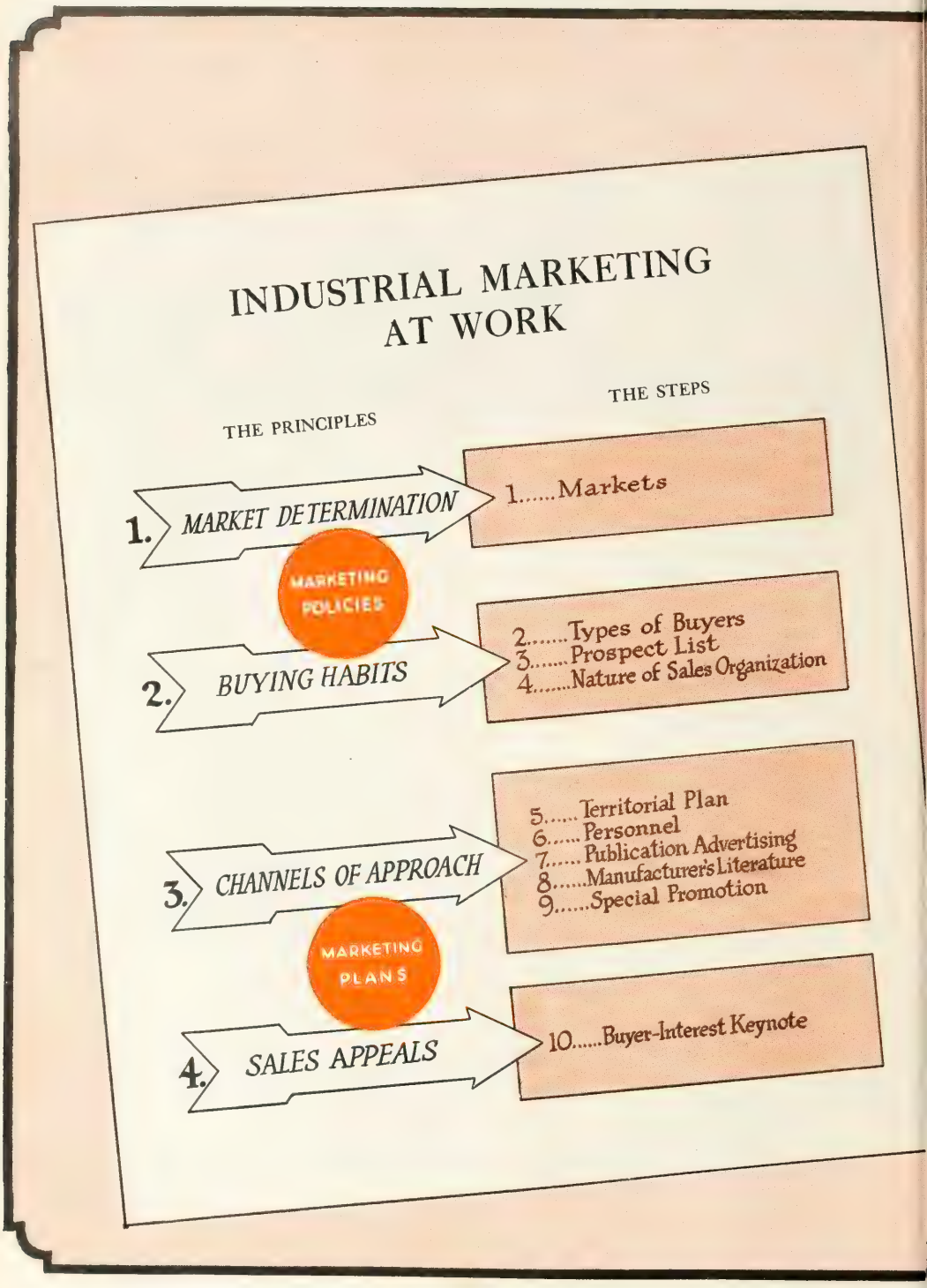
It is because they render real editorial service of tangible value that the Penton Publications are chosen by the country's most progressive and successful manufacturers to carry their advertising messages directly to industrial buyers.

The Penton Publishing Co

Penton Building Cleveland, Ohio

The Penton Press—Printers of newspapers, business papers, national magazines, books, catalogs, etc.

Member, Audit Bureau of Circulations. *Member, Associated Business Papers.*


INDUSTRIAL MARKETING AT WORK
THE PRINCIPLES
THE STEPS
1. MARKET DETERMINATION
1.....Markets
MARKETING POLICIES
2. BUYING HABITS
2.....Types of Buyers
3.....Prospect List
4.....Nature of Sales Organization
3. CHANNELS OF APPROACH
5.....Territorial Plan
6.....Personnel
7.....Publication Advertising
8.....Manufacturer's Literature
9.....Special Promotion
MARKETING PLANS
4. SALES APPEALS
10.....Buyer-Interest Keynote

"Can WE apply the McGraw-Hill Four Principles to OUR Industrial Selling?"

Manufacturers are hearing more and more about the successful results that follow when the McGraw-Hill Four Principles of Industrial Marketing are applied. They are interested in knowing if and how the Four Principles apply to their particular Industrial Marketing and Advertising problems.

The chart graphically shows ten simple steps that translate the Four Principles into practical, sound Industrial Selling policies and plans for any line of products designed for industrial consumption.

The help and data of the McGraw-Hill organization are fully and freely available to manufacturers and their advertising agents in either preliminary or advanced consideration of these Principles and their possibilities.

New Book
"Industrial Marketing at Work"

HOW different manufacturers have followed this step-by-step application of the Four Principles is revealed in a new book, "Industrial Marketing at Work," which will be off the press soon. If industry is your customer nationally, a McGraw-Hill representative will be glad to discuss this book and leave with you a complimentary copy. Direct your request to the nearest McGraw-Hill office.

ELECTRICAL
ELECTRICAL WORLD
ELECTRICAL WEST
ELECTRICAL MERCHANDISING

CONSTRUCTION & CIVIL ENGINEERING
ENGINEERING NEWS-RECORD
CONSTRUCTION METHODS

INDUSTRIAL
AMERICAN MACHINIST
INDUSTRIAL ENGINEER
CHEMICAL & METALLURGICAL ENGINEERING
POWER

MINING
ENGINEERING & MINING JOURNAL
COAL AGE

TRANSPORTATION
ELECTRIC RAILWAY JOURNAL
BUS TRANSPORTATION

RADIO
RADIO RETAILING

OVERSEAS
INGENIERIA INTERNACIONAL
AMERICAN MACHINIST (EUROPEAN EDITION)

CATALOGS AND DIRECTORIES
ELECTRICAL TRADE CATALOG
ELECTRICAL ENGINEERING CATALOG
RADIO TRADE CATALOG
KEYSTONE COAL MINING CATALOG
KEYSTONE COAL BUYERS CATALOG
KEYSTONE METAL QUARRY CATALOG
CENTRAL STATION DIRECTORY
ELECTRIC RAILWAY DIRECTORY
COAL FIELD DIRECTORY
ANALYSIS OF METALLIC AND NON-METALLIC MINING, QUARRYING AND CEMENT INDUSTRIES

McGRAW-HILL PUBLICATIONS

McGRAW-HILL PUBLISHING COMPANY, INC.

NEW YORK CHICAGO SAN FRANCISCO ST. LOUIS CLEVELAND PHILADELPHIA LONDON

SHRINE SERVICE

A new editorial feature you should know about

THE full details are embodied in an announcement just issued. A copy will be mailed to any advertiser or agency upon request.

The net paid circulation of The Shrine Magazine is 607,112 copies monthly. *A distribution statement, by states, is available.*

THE SHRINE MAGAZINE
1440 Broadway · New York
Phone: Pennsylvania 7827

CHICAGO
122 So. Michigan Blvd.
Phone: Wabash 6944-5

BOSTON
Little Building
Phone: Hancock 8086

HOTEL EMPIRE

New York's newest and most beautifully furnished hotel—accomodating 1034 guests
Broadway at 63rd Street.
ROOM WITH PRIVATE TOILET $2.50
ROOM WITH PRIVATE BATH $3.50

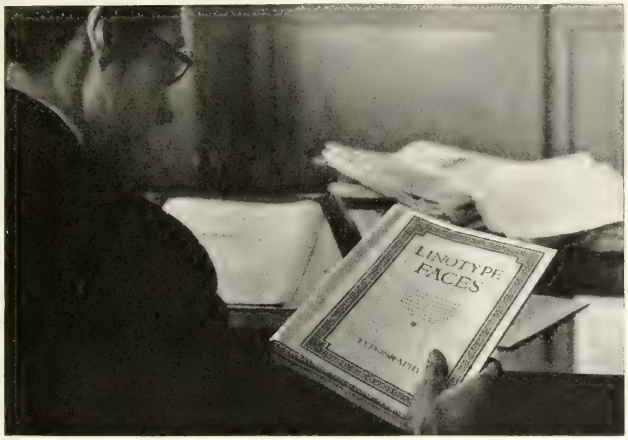
Bakers Weekly A.B.C.-A.B.P. New York City
NEW YORK OFFICE—45 West 45th St.
CHICAGO OFFICE—343 S. Dearborn St.
Maintaining a complete research laboratory and experimental bakery for determining the adaptability of products to the baking industry. Also a Research Merchandising Department, furnishing statistics and sales analysis data.

The Authority in the Lumber Field
American Lumberman
Est. 1873 CHICAGO A.B.C.

the papers were operating separately and when nearly everything including advertising rates was lower than today. The present circulation service, moreover, is more than 50 per cent greater, so that the actual milline rates of today are decidedly lower than they were under separate operation. Bear in mind that the coverage is more thorough and complete. Bear in mind also the enormous increase in power and prestige of the stronger publications. This is but the logical result of needed consolidation with benefits to the advertiser in the direct form of lower rates and improved service.

When a national advertiser comes into St. Paul he frequently wants and needs the benefits of a thorough knowledge and grasp of the local market. Sometimes this service is indispensable. He always wants not only the mechanical printing of his advertising in the paper but, far more important, the power and prestige which the newspaper has developed. In the case of a combination paper, like ours, this extra service and this power and prestige are put behind the advertising campaign without extra charge as the joint service of a strong combination newspaper. This service and prestige cannot be divided. It belongs to the morning and evening newspaper in combination. It has been developed as the direct result of this strong combination and it must therefore be applied to the advertising campaign in combination. No advertiser can check the power and influence of the morning paper separately from the evening paper because it does not exist.

EVERY leading newspaper in every community of size enough to be called a market has something which every national advertiser wishes he had. It is a close and confidential contact with the great bulk of the people. Whether the newspaper gets this power by a single morning or evening issue or by a combination of morning and evening issues is a matter of no logical concern to the advertiser. For him to suggest that the publisher tear down his structure to meet the imagined requirements of the advertiser is almost like asking the Pennsylvania Railroad to operate without locomotives. The one point of vital interest to every advertiser is full and favorable access to the market. In many markets this can clearly be done best through a combination paper. In some markets it can only be done this way. No advertiser can say the extent to which the newspaper's power is built up through the very means of the combination, the thing which some advertisers would like to tear down. From the standpoint of economy, it also happens that a great many markets can be fully reached more economically through the combination paper than by any other means. It also happens that the establishment and growth of the combination paper has lessened the relative cost of covering that particular market.



Every TYPOGRAPHIC DESIGNER should have a copy of the Linotype Specimen Book within easy reach. It is convenient in size; loose-leaf for the addition of supplements; and contains generous blocks of type-matter solid and leaded so that you can judge color and appearance in the mass. *The coupon will bring yours!*

TRADE LINOTYPE MARK

MERGENTHALER LINOTYPE COMPANY

CHICAGO NEW ORLEANS BROOKLYN, NEW YORK CANADIAN LINOTYPE LIMITED
SAN FRANCISCO 29 RYERSON STREET TORONTO
REPRESENTATIVES IN THE PRINCIPAL CITIES OF THE WORLD
ADDRESS NEAREST AGENCY

520.27-4-N

LINOTYPED IN THE GARAMOND SERIES AND GARAMOND ORNAMENTS

PLEASE SEND ME MY COPY OF THE LINOTYPE SPECIMEN BOOK

NAME

FIRM

ADDRESS

The OPEN FORUM

Individual Views Frankly Expressed

Overproduction of Radio

MR. Edgar H. Felix says (ADVERTISING AND SELLING, March 9): "Radio is inexpensive in its first cost and maintenance and, therefore, its market should be at least as large as that of the motor car. . . . Despite its high pressure merchandising and intensive advertising, and its great unsold market, every summer huge quantities of radio sets are marketed at forty, fifty and sixty per cent below list prices. How can there be overproduction in an industry which has sold less than one-fourth of its normal market and which uses intelligent selling methods?"

Its market should, and is, but surely radio could not be expected to accomplish in sales during, say, a four-year period what the automobile industry has taken more than a quarter of a century to accomplish. Unalterably opposed to dumping of radio sets on the market, I nevertheless must point out the fallacy of the argument that assumes, evidently, that radio must reach complete coverage of its market before overproduction can set in. Theoretically, Mr. Felix's interrogation may stand up, but in practice it does not. Is there not overproduction of cotton in certain years when, according to its potential market, every pound could be absorbed and utilized? While pointing out an evil—and the evil has grown less and less each year in radio (this season the dumping has been and will be far less than ever)—Mr. Felix in the question he asks by no means establishes that there is something wrong with the industry as a whole because some manufacturers may not have been able to dispose of their merchandise, at list prices, to the ultimate purchasers. The whys, the hows and the wherefores of this angle of radio form another and complete story in themselves.

R. M. KLEIN, *General Manager*,
Fada Radio,
New York.

Apprehensive Approach to a Market

I HAVE been a consistent reader of ADVERTISING AND SELLING since the first issue. I have followed the trends of business as described in your columns, but none has struck home as forcibly as the occasional references to the advertising of cigarettes to women. Like others I, too, have watched the Marlboro "hand" series, and thanks to the earlier articles in "A & S," have appreciated that this hand would sooner or later become a full-grown woman. And now comes the final step, with a mere youngster, like my daughter in high-school, calmly puffing her cigarette with the air of a sophisticated chorus-girl. In this way does Marlboro, and others no doubt, hope to reach a tremendous "market."

The very method of approach of this campaign has reminded me of the way I used to crawl over a stone wall, when a boy, to reach the fruit on a neighbor's tree. The same gradual extension of the hand into forbidden territory, then the whole arm, and finally the boy was in the orchard, but always with a feeling of apprehension and guilt. Whoever wrote the article, "Marlboro Makes a Direct Appeal," certainly gave evidence of apprehensiveness. Everything has been done so carefully, so cautiously, so judiciously. I am quoting words from the article, itself.

It is a vastly different thing to influence a young girl to use cigarettes than to use perfume, or lace, or jewelry. The use of cigarettes becomes a life-long, irresistible habit. The use of the other things are fads or fancies that can easily be stopped or changed. This is not intended to be a discussion of the ethics or morals of cigarette smoking. I merely point out that the tremendous forces of advertising are gradually being used to defile our womanhood for the sake of creating a "new market." What a glorious victory for "advertising"! Let us, of the advertising profession, hang our heads in shame.

A. H. FENSHOLT,
Chicago, Ill.

One Space Buying Practice

I RISE to defend the space buyer against your March 23 editorial, "Honesty in Space Buying."

First off, the "space buyer" is very often not the *actual buyer*, but an analyst and advisor to service committees and account managers who have the final say.

Second, the representative—and I include those of non-publication media as well as publication "reps"—is very apt to lug his story in out of season, when even the most honest analyst going can't give him any satisfaction.

My own practice came to be this—to tell the salesman to "hold it" while I outlined the situation or situations. Then I'd tell him where an offhand size-up of his medium seemed to indicate its greatest probable strength. I'd tell him, as nearly as I could schedule it, exactly when we were going to need his dope in full.

Then I'd say, "If I let you speak your piece now, *I've* got to write it down, or *you* have, or else it will be hazy by the time I need it, and we'll have to do it all over again. You can write your story better than I can. I might leave out your very best argument. Now that I've outlined our problem, you take your time and show in your very best fashion the *specific application* of your medium to the case in hand.

"Yonder is a compact file of just such presentations. When we start to build our plan, our first step will be to review our 'possibilities,' our objectives and our media. We're gathering evidence all the while against that day. We'll be too busy then to stop and give ear to every eleventh-hour solicitation. Lick your story into shape to add to that collection. Then you can be dead sure you won't be overlooked, and you'll be represented as you want to be, or it will be your own fault."

Some fellows thought I was hard-boiled, but I wasn't. I merely looked ahead and used Tom Sawyer methods to get my media survey done. I gave the salesman the facts and let *him* figure out the application. I gave him time to *think* before he spoke. It took less of my time and put the burden where it belonged—on the seller. Dishonest or not, I'd do it all over again.

I don't like your editorial. It went off half-cocked.

LYNN ELLIS,
New York.

A Public Necessity

ARGUMENTS of some advertising agencies against compulsory combinations delight me because they are all based on the theory that a newspaper serves as a public necessity, that a national manufacturer must use the newspapers in order to sell his goods. This is the first time I have heard these gentlemen admit this great truth so frankly, and if the compulsory combination rate has accomplished nothing else, it is at least valuable in having provoked this admission from some of the leading space buyers in the country.

J. DAVID STERN, *Editor and Publisher, Evening Courier-Morning Post*,
Camden, N. J.

We would like Mr. N. A. Schuele, Advertising Manager, The Sherwin-Williams Company, to read this page.

How About Covering This Part of the Earth, Mr. Schuele?

We've heard tell that it is hard to sell good paint to farmers. That may be true in general but we don't believe it's true of a great big slice of Comfort circulation.



TRADE MARK, SHERWIN-WILLIAMS CO

You see 78% of Comfort Subscribers own their own farm homes—and the average size of their farms is 198 acres.

They are prosperous—they have real pride in their homes and buildings—and they can be made to see paint from two angles—protection and beauty.

Are they responsive to advertising? That's the point we would like to talk over with you, Mr. Schuele, or with Henri, Hurst & McDonald, or with anyone else interested in getting the whole story of the million farm homes reached by Comfort.

COMFORT—THE KEY TO HAPPINESS AND SUCCESS IN OVER A MILLION FARM HOMES—*AUGUSTA, ME.*

JULIUS MATHEWS SPECIAL AGENCY · BOSTON · NEW YORK · CHICAGO · DETROIT

LAST FORMS CLOSE 28th OF SECOND MONTH PRECEDING DATE OF ISSUE

SHOW YOUR DEALERS HOW TO MAKE THEIR ADVERTISING DOLLARS *COUNT*

Retailers need advertising no less than manufacturers.

But their expenditures are small by comparison. They cannot command the expert Advertising Agency and Direct Mail counsel upon which the manufacturer depends.

They do not know HOW to advertise to best advantage—Here is the manufacturer's opportunity.

Help your dealers—be their advertising adviser—supply them with the advertising material and the co-ordinated merchandising plan that will stimulate them to push your product.

The overwhelming majority of retailers serve restricted communities—towns, villages, city districts.

Their natural first medium—often their *only* practical medium—is Direct Mail. Offer them a campaign, fully prepared, localized and ready to mail, linking the national prestige of your product with the local buying urge of their names.

Electrograph specializes in this form of Direct Mail—*to* consumer, *through* the dealer, *for* the factory. Electrograph plans, creates and handles every detail of production and distribution—and supplies in addition a promotional campaign to the dealers that stirs them to greater activity.

Electrograph furnishes Direct Mail counsel and service that are approved by the nation's largest advertisers.

THE ELECTROGRAPH COMPANY

Home Office: 725 West Grand Boulevard, Detroit, Michigan

Electrograph

Created DIRECT-MAIL *Localized*
Individualized
Distributed

In Illinois, Electrograph Advertising Service, Inc., Chicago is licensed to operate under Electrograph patents.

Economists in Wonderland

[CONTINUED FROM PAGE 27]

She buys herself a "common coffee mill" (in her former benighted state she had been using Maxwell House, already ground and packed in a nice tin box) and sets about grinding the wheat of Messrs. Chase and Schlink.

SHE does not know how long it will take to cook this ground wheat, but she assumes that Mr. Jones is not to be required to devour it absolutely raw. Say she finds a method of cooking it which only requires ten minutes of her time, inclusive of the time required to grind the wheat. At the end of a year she pauses to figure things out and discovers that she has spent approximately sixty-one hours at her grinding and cooking. Placing an arbitrary estimate on the value of her time of twenty-five cents an hour (a fraction of the cost of employing a servant on the part time basis in her locality), she is brought face to face with the startling fact that her husband's cereal for a year has cost her slightly over fifteen dollars, despite the fact that the raw material employed was furnished her free.

And, besides, the chances are that her husband has not enjoyed the darn stuff, anyhow.

On the face of the transaction she is obliged to write off a loss amounting to the difference between $15 in time and trouble and $5.20 in cash saved by discarding the packaged product. She recalls also that some of the wheat which had come in bulk had been spoiled by too long keeping, while the packaged bran came wrapped in waxed paper in such a way that the contents of the package managed to retain its fresh crispness to the end of its usefulness.

Now, Mr. and Mrs. Jones may be far from typical of the American family, but they are fairly typical of an increasing class of city dwellers who, by congestion, have been forced to economize on space and to lay a premium on compactness and convenience. And they are reasonably intelligent. If Mr. Jones derives ten cents' worth of nourishment and enjoyment from the bran flakes of a Mr. Kellogg (or a Mr. Post), he sees no reason why said Mr. Kellogg (or Mr. Post) should not retail his package for ten cents even though this represents a profit to him and his distributors of several hundred per cent. He realizes that neither of these gentlemen is in business primarily for his health, and he realizes further that there is no law compelling him to subsist on their bran, anyway. If Mr. Quaker Oats or Mr. Ralston's Purina happens to put out an identical bran flake at seven cents rather than ten, Mr. Jones is at perfect liberty to tell Messrs. Kellogg and Post precisely where they can get off. He pays his $5.20 *per annum* for his bran because he likes it and is willing to pay for his little luxuries. That is eminently his privilege. If he prefers to value his wife's time at zero and to subsist for a year on a highly beneficial mess of wheat ground-in-an-ordinary-coffee-mill, he may save $5.20, possibly in order to purchase the amiable

A Shortened Name & a New Address

ON APRIL FIRST we move into our new offices in the new Graybar Building, just a step from our present location in the Pershing Square Building. Coincident with this move, we will change our corporate name from Myers-Beeson-Golden, Inc. to what it has *actually* been for the last two years, Myers and Golden, Inc. There will be no change in ownership, management or personnel.

Among those products whose sales we are helping to increase by advertising are Empire Bolts and Nuts, Triplexd Gasoline Hose, Fostoria Fenders, United States Sandpaper,



Wraplock Clamps, Noleex Radiator Cement, Mot-Acs Hot Water Heaters, Chambersburg Hammers and Presses and Fleming Precision Tools and Valve Lifters.

Myers and Golden
INCORPORATED
GRAYBAR BUILDING
NEW YORK

TELEPHONE LEX. 3783-4

THESE
ARE THE FACTS
the moral is . . .

THE *Forum* has always had its share of articles reprinted in the newspapers. The *Forum* knows what is timely and what will interest people. Last November all records were topped—847 newspapers reprinted *Forum* articles in their columns. That is pretty good.

But in December that record was bettered—926 newspapers reprinted articles from the *Forum*. 926 newspapers . . . 259 columns . . . 5439 inches . . . these are the facts . . . . . and the moral is . . .

The *Forum* is a magazine of discussion read by live, interested people. They have keen intelligence. They can think for themselves. They must necessarily be responsive to what they read, and certainly they constitute an audience well worth reaching.

There are 75,000 *Forum* readers. Are you going to put your advertising message before them in 1927?

FORUM

Edited by HENRY GODDARD LEACH
247 Park Avenue
New York

White space is clay in the hands of the typographic sculptor. He puts a little here, and a little more over there, keeping constantly in mind his objective: to mold an advertisement that will hold the roving eye.

WIENES TYPOGRAPHIC SERVICE
INCORPORATED
203 West 40th St., New York
Longacre 7034

tome of Messrs. Chase and Schlink. And that, too, is his privilege.

Mrs. Jones made many other remarkable discoveries from the estimable work of Messrs, Chase and Schlink. For instance, she found out that disinfecting spray could be made with comparative ease from a mixture of formalin, perfume and Lake Michigan water for a cost of about forty-seven cents a barrel, although this was being retailed at $62 a barrel. There were further enlightening facts about carbon tetrachloride, trisodium phosphate, mineral oil and government writing ink. The Chicago Y. M. C. A. saves eighty-nine cents a gallon by making its own liquid soap. "Four hundred and ninety-five dollars' worth of Listerine has the antiseptic action of one cent's worth of corrosive sublimate." Much material here to provoke economic thought. But Mrs. Jones has little room in her three room apartment for barrels of disinfectant, gallons of ink and liquid soap, or various pounds of assorted polysyllabic chemicals. The economic figures on Listerine are interesting, but "corrosive sublimate" does not sound exactly intriguing as a prospective mouth wash.

Her experience with the wheat-ground-in-an-ordinary-coffee-mill has made her a bit cautious about entering the manufacturing business on her own initiative. She does not have such a great deal of leisure time on her hands, anyway, and she still preserves some traces of her uneconomic youthful predilection for reading *The New Republic*, going to the theater once in a while and perhaps treating herself to an occasional visit to the New York Philharmonic or the Metropolitan. Such pursuits require a certain amount of leisure time, even as do the more pecuniary occupations of making liquid soap and grinding wheat in an ordinary coffee mill. For this leisure she is willing to pay, even at the expense of the Jones' saving account. She is now quite disillusioned with national advertising, but—well, what of it?

OBVIOUSLY, there is something wrong somewhere with the economic structure. If she were addicted to *Advertising and Selling* rather than *The New Republic*, she might have learned that there are certain functions of manufacturing and distribution which must necessarily be performed. These cost money, either in the form of time or actual cash, and that price must be paid, no matter what agency takes it upon itself to perform said functions. If she wants to perform them herself, she is quite at liberty to do so. Thereby she will undoubtedly eliminate much of the profit now accruing to manufacturers, salesmen, jobbers, etc., but on the other hand she will be losing the advantages gained by mass production, warehousing facilities, and again etc.

It is manifestly unfair to select a single portion from a rather voluminous work in order that wholesale destructive criticism may be indulged in. It is particularly unfair here in the case of Messrs. Chase and Schlink, for much that they say is absolutely sound and eminently practical. They voice opinions which are coming more and more to the fore as the distribution situation becomes increasingly complicated and the cost of doing business continues to soar. If they can work out a satisfactory solution for

Arthur Henry Co., Inc.

Designers and Producers of Distinctive Direct Advertising

1482 Broadway, New York

Telephone BRYANT 8078

Leaflets
Folders

Broadsides
Booklets

House Organs
Catalogues

Copy Writing
Illustrating

Engraving
Printing

Send for further information

these, the principal troubles of business today, they will indeed be hailed as the Adam Smiths of the Twentieth Century.

But in the opinion of this humble observer, at any rate, they will accomplish nothing of value so long as they disregard this one very simple fundamental: The consumer pays for service and convenience, and as a rule he does so quite consciously and quite willingly. The America of today is not the America of 1880. The consumers of today are not the helpless morons that Messrs. Chase and Schlink appear to believe. If they get only a fraction of their money's worth in actual goods received, they make up a large proportion of this in convenience and time saved. They will continue to buy nationally advertised goods, and the general publication of the high cost of the same will in no way deter them.

There is good reason to believe that the solution of the distribution problem actually does rest with more sympathetic consideration for and understanding of the consumer's point of view. But nothing of value can be achieved except by careful study of fundamentals. No superficiality, no mere quoting of figures, however accurate, either by Messrs. Chase and Schlink or by the many opponents who will rise up against them, will ever accomplish anything one way or another.

From a Copy-Chief's Diary

[CONTINUED FROM PAGE 34]

day. Sunny. Kidding myself that I would make some retail store contacts, drove something more than 100 miles in country with better half for company and went in one store only. However, though I didn't drive the snakes out of Erin, I cleaned up on my spring fever.

. . .

MARCH 18—Made up for yesterday with a big day's work. Wonder what, if any, part was due to playing hookey. The theory is pleasant.

. . .

MARCH 21—A blue Monday. Our latest batch of copy for Acme, which, because of our enthusiasm for the series, represented considerably more than profitable investment of time, came back today "OK as corrected," the corrections consisting of arbitrary word-changes, injection of irrelevant and consistently valueless addenda and a general manhandling of copy and layouts—blue penci vandalism. McAfee—between curses—is broken-hearted and I don't blame him. Now we must spend additional time to get the corrections annulled.

. . .

MARCH 22—There's a startling contrast between Acme's ways and those of McQ. of Y-S. On a piece of copy arriving back today McQ. had written in pencil half-a-dozen corrections, but just above the approval stamp

"—opened accounts merely by showing the Portfolio."

W. M. Finck Co.



Pyramid Sales Portfolios are used to sell everything from Colortype and automobiles to overalls. W. M. Finck Company's salesmen are opening new dealer accounts in many cases by merely permitting the portfolio to tell the story. Read what Mr. Lee, Advertising Manager, writes about this new "Sales Maker."

> You may be interested in knowing that our salesmen are very much pleased with the portfolios which you sold us and which we filled with our advertising plan and showing of our dealer helps.
>
> The portfolio enables us to present our sales plan in such a way that several of the salesmen have reported that on many occasions they opened accounts merely by showing the portfolio and without showing samples of the merchandise.
>
> We feel very much pleased with our purchase and will certainly order more Pyramid Sales Portfolios, from time to time, as we need them.

"Ask the Man who uses one."

Our 16 page booklet, "Pyramiding Your Profits," covers both the single and double visual, very completely. May we send you your copy, today?

Pyramid Sales Portfolio

U. S. Patent No. 1577699



Pyramid Sales Portfolios have interchangeable adaptors permitting one binder to be used for two or more sales messages.

Michigan Book Binding Company

Schmidt Power Bldg., Detroit, Mich.

EXPERTS

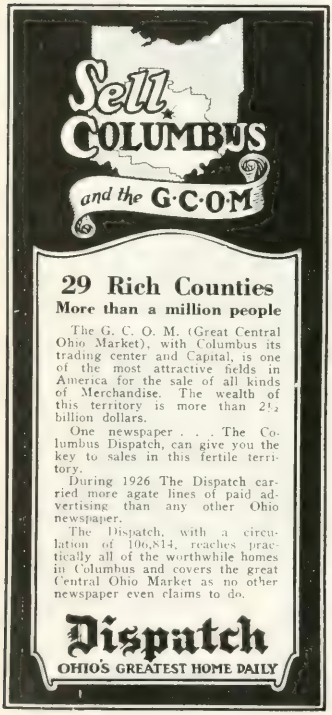
MR. OSWALD COOPER says that *experts* in typography are getting to be more numerous than boot-leggers. Regardless of both, we maintain that we are

NOT EXPERTS

in typography, &c &c – but printers. Printers with the common sense and taste to know what the customer should have, in physical form, from his copy – and with skill, gained from study and experience, to properly produce good work. There are firms around New York who want this kind of printing and with the executives of such firms we would like to talk. Not with the idea of quoting a price to get an order but to work with that firm and produce good printing in keeping with that business.

The Marchbanks Press

114 East 13th Street, New York



29 Rich Counties
More than a million people

The G. C. O. M. (Great Central Ohio Market), with Columbus its trading center and Capital, is one of the most attractive fields in America for the sale of all kinds of Merchandise. The wealth of this territory is more than 2½ billion dollars.

One newspaper . . . The Columbus Dispatch, can give you the key to sales in this fertile territory.

During 1926 The Dispatch carried more agate lines of paid advertising than any other Ohio newspaper.

The Dispatch, with a circulation of 106,814, reaches practically all of the worthwhile homes in Columbus and covers the great Central Ohio Market as no other newspaper even claims to do.

Dispatch
OHIO'S GREATEST HOME DAILY

ALLENTOWN PA.

Where Wages Are High and Everybody's Prosperous

90% of its 100,000 People Read The

Allentown Morning Call

Story, Brooks & Finley
National Representatives

"Ask Us About Advertisers Cooperation"

was added, "Disregard any or all of above changes if you do not believe they are improvements. They are suggestions only".

By respecting the other fellow he earns in turn, the respect, loyalty and best efforts of every department here. Service to him is never given grudgingly.

. . .

MARCH 23—Cleaned up desk preparatory to trip to X——— convention.

. . .

MARCH 24—Conventioning.

. . .

MARCH 25—Ditto.

. . .

MARCH 26—Back to work and glad of it. Spent virtually entire A. M. translating pencil scrawls in note book into intelligible and decipherable memoranda. On the whole, a bigger haul than usual from a convention. From point of view of time-investment I'd testify conventions and shows are as big a gamble as shooting craps.

. . .

MARCH 28—Nice letter in from Baring:—"We know it is bad judgment on our part to tell you and we know that you will be insufferable as a result and will need to be taken down several pegs as promptly as possible, but honesty compels us to report that our territorial representatives are apparently unanimous in real enthusiasm for the new advertising, judging from acknowledgments of first proofs sent them. This isn't conclusive evidence that you were right and we in error but it helps soothe our fears and doubts, at least for the time being."

. . .

MARCH 29—I'm talked out tonight. Session with Anson—10.00—12.00—Y-S lunch and on to 2.30. Continental 3.00—5.30. And me supposed to be a writer rather than an orator or conversationalist. I didn't raise myself to be a talker.

. . .

MARCH 30—Another boost for the new Baring copy. Letter from *N——— Magazine* complimenting the copy and adding, "You have produced the kind of advertisement which is an asset to any publication. Having a preferred position left open at closing, we are giving the Baring insertion the benefit for our mutual advantage."

Phoned the news to Lake, who was properly appreciative.

. . .

MARCH 31—Gave E. his walking papers plus advance check. If anything, he seemed relieved, as though glad a period of uncertainty had ended. I yearned to sermonize but didn't feel wholly entitled to that privilege after dismissal.

Tomorrow is April—our creative let-up period, if any. Won't mind having more free thinking time.

The Regulation of Business

By Gilbert H. Montague

RECENT attempts by Professor Ripley and others to gain popular interest in new programs for the regulation of business, though assisted by all the arts of sensational publicity, have signally failed for several reasons.

Prosperity is today more widely diffused throughout the rank and file of the American public than has ever been the case before in America or in any other country.

This, and the widespread ownership of stocks and bonds, by labor unions, by employees, by consumers, and by investors in every walk of life have enormously increased the immunity and the resistance of the American public against demagogic attacks upon "big business."

Existing laws are amply sufficient, as the Supreme Court in repeated decisions during the past fifteen years has fully demonstrated, to deal with any situation that is obnoxious to the spirit of the anti-trust laws.

What fed the flame against "big business" in the late Roosevelt era and the early Wilson era was bad times, concentration of security ownership in a limited class, and dissatisfaction with the Supreme Court and other federal courts in their administration of the anti-trust laws.

Business standards have steadily improved, since the agitation against "big business" during the Roosevelt and Wilson eras.

Throughout his widely advertised "expose" of "big business" Professor Ripley in his search for lurid examples has been obliged to go back twenty and thirty years, and to resurrect episodes long since dead, which never have been repeated, and could not possibly have been repeated, at any time during the last ten years.

Were there any inflammable materials present today in any considerable degree in the structure of American business and political life, the persistent attempts of Professor Ripley and others to start a blaze would by this time have certainly produced a conflagration.

Summary of an address delivered before Columbia University Law School.

Chilton to Abolish Agency Commission

The Chilton Class Journal Company, Philadelphia, publishers of automotive business papers, have announced their abolishment of the fifteen per cent agency commission on advertising placed in their publications. This new order goes into effect on June 1.

The reason given by the Chilton company in an announcement sent out under date of March 31 is: "Relatively low business paper rates, with correspondingly low agency commissions, undoubtedly interfere with adequate service charges by the agencies to their clients. . . ." The new system will, therefore, ". . . permit the agencies to deal with their clients on a basis that will distinctly advance mutual interests. . . ."

WHO else in your company should read certain articles in this issue?

After digesting the contents why not tear out the attached form and give your fellow executives an opportunity to read some real sound constructive articles?

WE SUGGEST

Bigger Business for Small Manufacturers
Page 22
W. R. HOTCHKIN

The White Space Value of Broadcasting Time
Page 19
EDGAR H. FELIX

How Advertisers Are Getting Schools to Use Their Literature
Page 23
JOHN ALLEN MURPHY

What Does the Farm Woman Want in Her House?
Page 32
BESS M. ROWE

TEAR OUT AND CLIP TO COVER

PLEASE SEND THIS MAGAZINE TO

.....

Dear .....
You will want to read the article on Page . I think you will find it of much interest

P.S. If you would like a personal copy there is a form on Page 84 you can use.

Selection

ALMOST important duty of the sales manager is the selection of salesmen. Every "lemon" picked means not only the waste of the man's salary but also loss of business from that man's territory.

'Tis a difficult duty.

A most important duty of the advertising manager is the selection of media. It corresponds with the abovementioned duty of the sales manager. Much money can be wasted in unwise choices.

Some sales managers make the old, old mistake of judging a man by his clothes and his appearance.

Similarly, some ad men make the old, old mistake of "judging a book by its cover"—or its size—or the pretty type employed in printing it. The advertising manager sometimes falls for the *promises* made for a magazine.

But, actions speak louder than words—or appearances. "What *have* you done?" not "What do you claim you can or will do?" should be the insistent question. And, at that, the time-gap between what has been done and the present should not be too long. Requirements, conditions and performances change from year to year. Ancient history is not dependable. A good record for a reasonable length of time in the immediate past is the best of all guides.

It is neither claims, nor "missionary" work, nor national consciousness, nor A. B. C., nor keeping-your-name-before-the-public, *per se*, that pay the dividends. It is just plain, ordinary, everyday *results* that count. You send salesmen out to sell goods. You advertise for identically the same purpose.

In judging an advertising medium a safe guide is the amount of actual inquiries and sales produced. All else is vanity.

Then, reduced to its simplest phases, that medium is best for you which can produce the greatest amount of tangible returns per dollar of expense.

a. R. Mayer.

for
INDUSTRIAL POWER
608 So. Dearborn St.,
Chicago, Ill.

INDUSTRIAL POWER stands prepared to show you a clean record of results in your own or a similar line, covering a reasonable length of time in the immediate past. Why not ask to look it over.



"*Metropolis*"

In "Metropolis," the Germans have scored again, though not quite so decisively as in "Variety" or "The Last Laugh."

The story is nothing to get excited about. It falls apart—or nearly so—more than once. And at no point in its development is it entirely convincing. But there are, perhaps, half a dozen spots in the play which are tremendously reassuring to those who believe that the "pichers" have not awakened to their possibilities. And there are scenes in which one gets a glimpse of what the future may have in store for us that make one gasp.

The Imperative Form

Most of New York's theatrical managers are blessed (or cursed, I hardly know which) with office boys whose ability to size up callers is truly amazing. There's a reason, I suppose. Doubtless, nine-tenths of the men and women who seek interviews with play-producers and vaudeville booking agents want favors. And these bright-eyed, preternaturally intelligent youngsters who are to be found in the ante-rooms of theatrical offices know this. Nine times in ten, they know something else—exactly what kind of favor the caller wants.

A few days ago I called at the office of a theatrical big-bug. I had been asked to do so. In the elevator which carried me aloft were half a dozen men and women, who had "I-want-a-job" written all over them. They—and I—were herded into a tiny ante-room. The presiding deity—a boy of 16 or 17—gave us an appraising glance. He knew what we wanted—that is, he knew what all of us wanted except the middle-aged, bespectacled man who looked like a parson and who happened to be myself. Who the hell was he? What the hell did he want? He swooped down on me like a young hawk. "Well," he said. It wasn't a question, you understand, but a sort of recognition of my presence.

"Tell Mr. Blank that Mr. So-and-So is here," I said. I did not say "please" or "won't you kindly?" or "I should like to see Mr. Blank." Not on your life. I used the imperative form—*do so and so.* Twenty seconds later, Mr. Blank's door swung open and he greeted me with a smile.

I may be mistaken, but I am strongly of the belief that if I had used any other form of address, I should have had to cool my heels in that ante-room for an hour—perhaps for longer.

A Dying Business

I spent the best part of an afternoon, recently, with a man who is in business for himself as a manufacturer's agent.

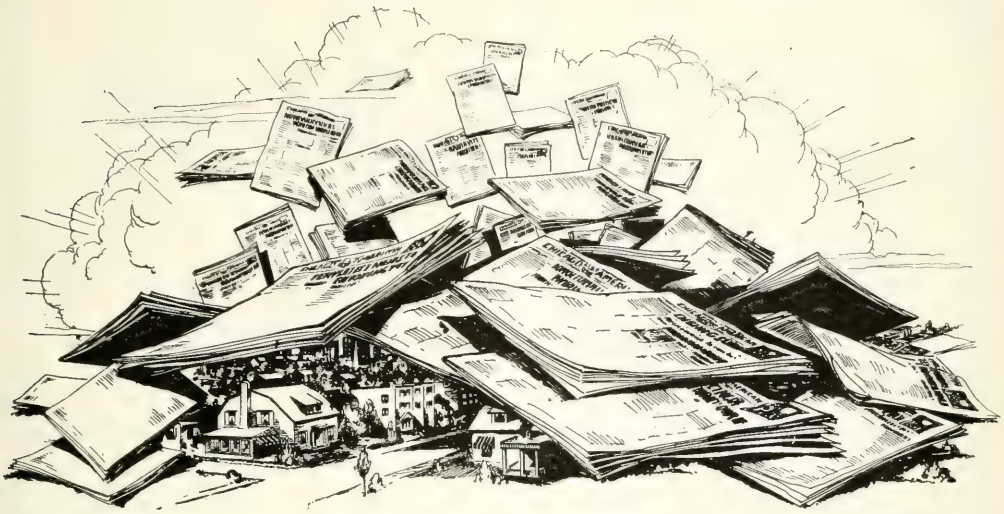
He has done fairly well but he is beginning to wonder if he wouldn't be better off as sales manager of some well-established concern. Here is the situation, as he outlined it to me: Five different times, he has "taken on" the representation of manufacturers who were anxious to get distributon for their goods in that part of the United States where he operates. Five different times, he has succeeded in building up a handsome volume of sales for these manufacturers. Five different times, he has had the unpleasant experience of having them notify him that they had decided to establish their own branch-offices in his territory. They had no fault to find with what he had done. On the contrary, they were enormously pleased with his showing—so much so that they felt justified in taking their accounts away from him. "I suppose," he said, "if I had made only a half-success, I'd still represent them. But because I made a real success, I worked myself out of a job."

It is for that reason that he is decidedly pessimistic regarding the future of that branch of industry with which he is identified.

Bigger and Better Bodies

I rode, recently, in a closed car of the vintage of 1916—a Cadillac, it was. As far as power and pick-up are concerned, it seemed to be as good as the product of today; but the body was absurdly small. I am far from stout. Yet, to get through the door of that old-fashioned automobile, I had to twist and turn in a way that would have delighted a professional contortionist.

There are some problems which automobile manufacturers have not yet solved. That of roominess is not one of them. Without greatly changing the chassis, they have given us bigger and better bodies—and doors which even a 300-pounder can get through without difficulty. JAMOC.



Blanketing Chicago!

CIRCULATION in the bulk may be impressive—but frequently it is misleading. What kind of circulation is it? Where does it go? Does it reach the HOME?

The Evening American today stands as a superior selling force in Chicago because it reaches more than three out of every five HOMES in this, the second greatest market in America. No other Chicago daily newspaper can give anything like this coverage of HOMES.

Daily Average Net-Paid Circulation for January

573,224

which exceeded that of the second evening paper by 126,283 copies daily

National Advertisers interested in building volume sales at reduced cost during 1927 may do so by CONCENTRATING the bulk of their copy in the Evening American. By doing this they are assured of reaching more HOMES than can be reached through any other Chicago daily newspaper—

And certainly there is no question as to the value of Home Circulation.

CHICAGO EVENING AMERICAN

a good newspaper

WITH the largest annual increase in manufactured gas sales ever recorded, the year of 1926 was the best in the history of the gas industry.

The expansion of distribution facilities, in the last year, enabled the gas companies to reach 400,000 new customers, which brought the total number to 11,000,000. Together with the extension of distribution systems, there has been a coincident growth in plant and manufacturing processes.

Naturally, the purchasing demand of the industry has increased in proportion to the growing demand for gas service, and manufacturers supplying the industry with equipment also enjoyed an unprecedented year of business.

In launching your product in this field, Gas Age-Record, with its 99.47% coverage, will place it squarely before practically all the important executives in the industry.

We shall be glad to advise you frankly and without obligation, as to what volume of sales you may expect for your product in the gas industry.

Gas Age-Record

A. B. C. A. B. P.

9 East 38th Street New York

We also publish Brown's Directory of American Gas Companies and the Gas Engineering and Appliance Catalogue.

Gas Age-Record

"Spokesman for the gas industry"

What the Retailer Has to Gain

[CONTINUED FROM PAGE 30]

sale price contracts on standard, trademarked goods. Such legislation would enable him to hold his own against the encroachments of concerns whose tremendous growth in recent years has been due in large part to deceptive sales tactics.

IT is generally recognized that the small retailer is at a serious disadvantage in competing with the mail order houses, the chain stores and the department stores. What is not so generally recognized is the fact that on most lines these competitors are not in a position to undersell him to any great extent. In the case of the mail order houses and the department stores, at least, the ability to buy at lower prices is offset to a considerable degree by their necessarily higher cost of doing business.

In a Southern city there is a hardware retailer who has built up a substantial, profitable business in a suburban shopping district. But he wanted to sell out a few months ago. One of the leading mail order houses was opening a mammoth branch warehouse and retail store within a few blocks of his place of business. "I know enough to get out of the way when I see a cyclone coming," this retailer explained.

Later, he had a different story to tell. He had been through the new competitor's retail store and had come to the conclusion that on fully ninety per cent of the goods which he carried in his own stock, his prices were as low as those of the catalogue house. Only on some of the latter's widely advertised "specials" did his own prices appear in an unfavorable light.

This situation would have been very consoling had it not been for the attitude of the public. The crowds which thronged the new stores were sufficient evidence of a general impression that the prices offered by the catalogue house were lower, on its entire range of merchandise, than those in effect in the small retail stores over the city.

A retailer's prices may compare very favorably with those of any of his competitors, but if the public thinks otherwise, his chief occupation will be twiddling his thumbs and wondering what's wrong with business—unless, of course, he is so favorably situated that the service he offers is considered of more value than price.

The small merchant—and particularly the small-town merchant—has not been educated in the school of deception; in which respect he is at a very serious disadvantage in the present-day race for business. He has been trained in the old-school idea that the merchant's first duty is to consider the needs of his customers; selecting his merchandise on the basis of quality



THE ONLY WEEKLY PAPER IN THE BRITISH EMPIRE EXCLUSIVELY DEVOTED TO PUBLICITY

THE ONLY ADVERTISING PUBLICATION IN GREAT BRITAIN GIVING AUDITED NET SALES FIGURES

PUBLISHED FOR ALL WHO WISH TO BE INFORMED ON BRITISH ADVERTISING AND ITS DEVELOPMENT

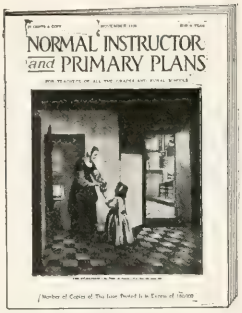
Subscription $5 annually, post free. Advertisement rates on application to

New York Office
9 EAST 38TH STREET, NEW YORK CITY

or

New England Office
C/O MR. FRANK E. WILLIS, 148 STATE ST., BOSTON, MASS.

The Leading Magazine of the World for School Teachers



Order now on a Rising Market

A Sound Advertising Investment

NORMAL INSTRUCTOR
and PRIMARY PLANS
ANNOUNCES AN

Increase in Rates

Effective August 20, 1927, and based on an A. B. C. net paid circulation in excess of

180,000

Average Distribution (A.B.C.) for twelve months ending December, 1926, in excess of 192,000

NEW RATES: $720 per page of 684 lines
$1.20 per line for less than ¼ page

Present Rates: $600 per page of 684 lines
$1.00 per line for less than ¼ page

ORDERS may be placed now at the present low rates for space to be used as desired up to and including the issue of September, 1928.

Normal Instructor-Primary Plans circulation is honest circulation, clean circulation, built solely on the merit and usefulness of the magazine.

Its advertisers are leaders in their respective fields, attracted to Normal Instructor-Primary Plans by its reputation as a business producer. They have remained with it (some as long as 25 years) because it lives up to this reputation.

Some of Our Regular Advertisers

Binney and Smith
California Fruit Growers
Colgate
Compton
Cream of Wheat
Doubleday
Esterbrook
Grolier
Kellogg
National Kraut Packers
Lever Bros.
Palmolive
Pepsodent
Postum
Pro-phy-lac-tic
Victor
Wrigley's

F. A. OWEN PUBLISHING COMPANY, Dansville, N. Y.
CHICAGO: 1018 So. Wabash Ave., C. E. Gardner, Advertising Manager
NEW YORK: 110 West 34th Street, George V. Rumage, Eastern Representative

The Leading Magazine of the World for School Teachers

and selling it at prices which will leave him merely a fair margin of profit.

In fact, the small-town merchant is finding it very difficult to get anywhere in practicing this new art of deceiving the public. Recognizing the lure that is drawing his trade elsewhere, he has started to buy his merchandise on the basis of price alone, and has even been experimenting with occasional "specials". But he lives too close to his customers; they know him too well. If he forces a customer to pay $2 for an article which he was offering last week at $1.59, the chances are that he will have lost that customer's patronage permanently. Or if he buys low-price merchandise which fails to give service, he is likely to lose more customers. And, obviously, the small-town merchant cannot afford to lose many customers; he does not have the city merchant's shifting crowds to bring him new customers when old ones stray elsewhere.

Still, he must do something. His volume has not kept pace with the increasing expenses in recent years. More and more of his customers are patronizing the big stores in the nearby cities. Sensational advertising in the metropolitan newspapers has convinced many of his one-time regular customers that his prices are entirely too high. Automobiles and good roads make it easy for them to visit the city stores.

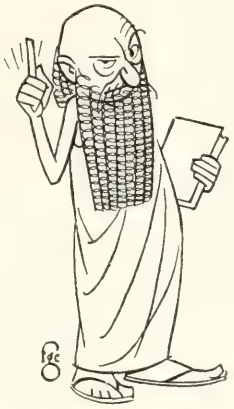
These customers see advertised in the city newspapers for $1.59 a staple trade-marked article which they have been buying in the home-town store for $2. The conclusion is obvious: The local merchant either is a highway robber or does not know enough to buy his goods at the right price.

They do not realize that the item which the city store sells today at a cut price may be sold tomorrow at the regular price, or that the offer of the trade-marked item at a big reduction is merely "bait" which brings in customers on whom private-brand goods may be palmed off at highly satisfactory margins of profit. Their one definite reaction is that the local stores either are inefficient in buying or are making exorbitant profits.

THERE is still another reason why retail merchants need the protection —or rather, in this case, the guidance— afforded by definite schedules of resale prices. This reason is found in the lack of systematic accounting methods in the smaller stores, the amazing ignorance of what constitutes overhead, and the frequent tendency to mark goods at prices which leave the retailer little or no net profit and which in many cases mean that he is selling the goods at an actual loss.

Many a retailer who some years ago found that a margin of fifty cents was entirely adequate on an article costing him one dollar is inclined to believe that he is still making the same satisfactory profit when he adds a margin of fifty cents to his present cost of, say,

1—AN ADVERTISEMENT BY THE EDITOR



sssh!

THEY were forbidding personages, those prophets of olden days. When their followers questioned, groping toward the light —"Hush!" they warned stertorously; "you mustn't!"

And even in this age of flappers, "freedom" and amateur iconoclasts, we feel the inhibitions of another advertising generation.

Not long ago the word got out that we were planning to open for discussion a subject which has long been the source of much misunderstanding, actual and incipient. A friend of ours advised us earnestly. "You really mustn't," he declared. "This subject is a sore point. If discussed at all, this should take place behind closed doors—with curtains tightly drawn."

Our opening editorial elicited fifty-four letters from readers. The sore has not been healed by any means; but the atmosphere has been clarified. At least the parties implicated now understand each other better. After all, it was merely in the point of view. They must have been surprised to find how like—in essence—their points of view really were.

Most of the so-called controversial issues, we believe, are not controversial at all. Natural problems must arise in an industry as diverse in structure as advertising, and we regard it as one of our functions to discuss openly, frankly and without bias *all* problems that face advertising as a whole. We aim to make of our columns a meeting place for alert minds, each of which may present its honest convictions and depart refreshed by a stimulating contact with other minds. Our function is interpretative, not dictatorial.

We do not aim to please all of our readers all of the time. We do not aim to be agreeable above all else. If we can stimulate thought, if we can clear up misunderstandings, if we can do our mite to make advertising a more clear-sighted, more progressive business—then we shall feel that we are working out our destiny and justifying our existence. That is our editorial ambition.

For the statistically minded:

Founded as Advertising Fortnightly in May 1923, the name was changed to Advertising & Selling upon purchase of that publication in 1924. In three and a half years its circulation has increased 128%. Its volume of business has increased from an average of 21 pages per issue in 1923 to an average of 59 pages per issue in 1926. It will continue to capitalize its courageous editorial policy and through able business management make further substantial progress in 1927.

This is an advertisement for Advertising & Selling



Advertising Managers!

Send for Catalog Describing this Better Method of Displaying Advertising Matter

Multiplex will assist you in your work. Mount samples of your advertising on the page-like wings of Multiplex and you have always before you, arranged in proper order, a complete loose leaf record of your advertising. The wide variety of available types of Multiplex Fixtures are illustrated in a catalog sent upon request. Mail the coupon.

Keep Salesmen Posted

For the benefit of salesmen, mount samples of your advertising on Multiplex. Advertising campaigns properly grouped on these swinging wings, make the story of your advertising plans clear and forceful.

Use in Reception Rooms

Decorate Multiplex with samples of your advertising, photos and testimonial letters. Place it in your reception room. Observe the interest it holds for your customers and visiting dealers.

Send for Catalog

See just how Multiplex equipment will serve you and save you time and inconvenience. Note the flexibility and adaptability of the equipment—the numerous types available—the reasonable price of the fixtures. Get catalog, and price list. No obligation is incurred.



CLIP THIS COUPON

MULTIPLEX MULTIPLEX DISPLAY FIXTURE COMPANY

917-927 North Tenth Street, St. Louis, Mo.

Please send me catalog of Multiplex Fixtures for displaying advertising matter.

Name
Firm Name
Address
City State

two dollars. Anyone who has made a close study of merchandising practices knows that in almost any line of trade there are enough retailers of this type to make it somewhat difficult for other merchants to operate at a profit.

IN the several lines of merchandising with which the writer is fairly familiar, it is the exception rather than the rule that a retailer knows with approximate accuracy his cost of doing business or handles his accounting in such a way as to be able to arrive at that cost. Frequently he disregards depreciation of stock and fixtures and the interest on his investment as items of expense. If he owns his business building, as likely as not there will be no item representing rent in the expense account, and in that account he may not include a salary for himself even though all his attention is given to the business.

The small retailer may be a close buyer and an aggressive salesman but, as a rule, he is not an accountant, nor does he have any adequate appreciation of the necessity of accurate accounting. If his business is not large enough to justify the services of an experienced bookkeeper, he is likely to be operating his business blindly, trusting to luck and chance that the margins on his various lines of merchandise are sufficient to permit him to continue in business.

Some will be inclined to say that this situation does not need the attention of legislative bodies; that the inefficient retailer will eliminate himself in time; and that, anyway, what a merchant buys is his own property, to sell at such prices as he may see fit to place upon it.

If inefficient retailers did eliminate themselves, and without injury to others, there would be few to mourn their passing and the problem would solve itself. But the trouble is, the price placed upon an article by the inefficient retailer is also the price at which the other retailers in the same trade territory *must* sell that article if they want to maintain their prestige with the buying public. Thus the retailer who guesses at his costs and marks his goods at dangerously low margins makes it difficult for others to do business at a profit; and as soon as he passes out of the picture another and equally inefficient store-keeper usually takes his place.

The fact is, it should not be left to the discretion of a dishonest retailer who brings trade to his door with price-cutting bait, or to an inefficient retailer who has little or no knowledge of business costs, to determine the resale prices on any standard, trademarked line of goods. It should not be left to the discretion of any one of the thousands of retailers who may be selling a certain manufacturer's product to play havoc with the prestige of that manufacturer or to make it impossible for other retailers to sell that manufacturer's products at a profit.

It is said that what a distributor or

A Business Builder

A Protestant, thirty-three years of age, married, of Scotch-English descent, American born and reared, possessing an excellent education, enjoying splendid health, with a brilliant thirteen year record as director of sales, general manager and chief executive America's foremost manufacturers and national distributors of food products and packaged specialties, seeks new connection where big things are demanded and rewarded.

Experienced executive in sales, advertising, production, credits, finance, is capable of satisfactorily filling the position of executive officer and general manager or is willing to assume the position of director of sales of a National organization where the story must be told with "results" and "black ink figures."

Combines youth, progressiveness, aggressiveness and great skill, with experience, poise, and a personality which enables him to lead men to unusual achievements in merchandising at a profit on a large scale.

References of the highest possible character.

All replies will be held in strict confidence.

Address Box 454

Advertising & Selling

9 East 38th Street, New York City



The Dimensions of Textile World Are Those of the Industry

IN applying the yardstick to the textile industry you are in truth applying it to Textile World. It is the one publication in the industry that reaches all sections and all branches. From the mills of New England to those of the New South, its coverage and prestige are almost identical with the strength of the great industry it serves. Its subscribers are the key men of these mills—the men who control 90% of the machinery of the industry, in other words, the buying power.

Over 800 advertisers use Textile World regularly. The journal of the WHOLE industry, it has for years been consistently the backbone of successful campaigns directed to the mills.

Send for booklet "How to Sell to Textile Mills."

Member Audit Bureau of Circulations

Textile World

Largest net paid circulation and at the highest subscription price in the textile field

Member Associated Business Papers, Inc.

334 FOURTH AVE., NEW YORK

"I took home a copy"

The Charles Advertising Service

H. H. Charles, President.

TRADE MARK

23 and 25 East 26th Street

TELEPHONE ASHLAND 4338

New York City.

Feb. 3, 1927.

Dear Mr. Watt:

Last evening I took home a copy of your February number and had a most enjoyable time looking through its 162 very, very interesting pages.

We not only want to compliment you on the make-up and the editorial content, but we want to congratulate you on the large number of advertisements from representative poultrymen, manufacturers, etc.

Wishing you the continued success that you deserve, we are

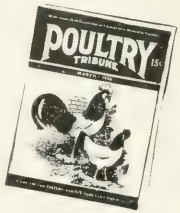
Very truly yours,

THE CHARLES ADVERTISING SERVICE

President

Mr. J.W. Watt,
Poultry Tribune,
Mount Morris, Ill.

WHEN a busy agency president like Mr. H. H. Charles finds a magazine interesting enough to take it home and enjoy looking "through its 162 very, very interesting pages," we have reason to broadcast the fact for it reflects the high reader interest in Poultry Tribune. Perhaps this explains Poultry Tribune's unusual pulling power which is being enjoyed by present advertising customers.



Poultry Tribune

"The Voice of the American Hen"

Mount Morris Illinois

Shoe and Leather Reporter

Boston

The outstanding publication of the shoe, leather and allied industries. Practically 100% coverage of the men who actually do the buying for these industries. In its 67th year. Published each Thursday. $6 yearly. Member ABP and ABC.

Folded Edge Duckine and Fibre Signs
Cloth and Paraffine Signs
Lithographed Outdoor and Indoor Displays

THE JOHN IGELSTROEM COMPANY
Massillon, Ohio Good Salesmen Wanted

Topeka Daily Capital

The only Kansas daily with circulation thruout the state. Thoroughly covers Topeka, a midwest primary market. Gives real cooperation. An Arthur Capper publication.

Topeka, Kansas

The Only "Denne" in Canadian Advertising

Canada may be "just over the border," but when advertising there you need a Canadian Agency thoroughly conversant with local conditions. Let us tell you why.

A. J. DENNE & Company Ltd.
Reford Bldg. TORONTO.

dealer buys is his own property, to do with as he sees fit.

However, it has been said with equal truth that the house which a man buys is his own property, and yet he is not permitted to apply a match to it if that act endangers the property of others.

Both the small manufacturer and the small retailer are handicapped by our present laws, or our interpretation of those laws, as regards price maintenance.

The small manufacturer, selling through jobbers, is unable to regulate the resale prices of his products. If some distributor or dealer chooses arbitrarily to cut the prices of these products, others will not want to handle them, or at least will not be inclined to sell them aggressively, for they have become unprofitable items. However, the manufacturer whose resources are large enough to permit him to maintain his own branch houses, to sell directly to the retail trade, or who is strongly enough entrenched financially to handle retail stocks on a consignment basis, is able to regulate retail prices.

And the small retailer, as has been explained, is seriously handicapped because he is not an adept in the art of deception or because his limited clientèle does not permit him to use deceptive tactics; while he is also more or less at the mercy of other retailers who cut prices merely through ignorance of business costs.

Recently another factor has entered into the equation; this is the cut-price jobber. In this day of hand-to-mouth buying the jobber's logical trade territory is becoming more restricted. The so-called national jobber is finding it difficult to maintain his hold in the outlying territory. He is resorting more and more to cut-price "specials" on standard trade-marked goods—a practice which has brought about price demoralization on many lines and has done irreparable damage to many a manufacturer's distributing organization.

Opponents of the Capper-Kelly bill contend that the public would suffer from such legislation in that it would have to pay higher prices than now prevail.

Such an argument, however, seems to be more fanciful than real.

IT may be taken for granted that a manufacturer would establish a resale price schedule which would give distributors and dealers a living profit and thus encourage them to merchandise his products aggressively—in most cases merely presenting as definite resale prices his present suggested resale prices. Jobbers and dealers would be the first to complain, and would refuse to handle his products, if his resale margins were too high; for in this case they would not be able to sell his products in competition with the lower-priced products of other manufacturers.

Competition is too keen to permit the

Published monthly, supplemented with bulletins and covers daily newspapers, farm papers, general magazines and business papers

To Select the Proper Advertising Mediums

you need

STANDARD RATE & DATA SERVICE

It gives up-to-the-minute information on rates, discounts, color and cover charges, special positions, classified advertising and reading notices, closing dates, page and column sizes—and circulations on publications in the United States and Canada.

The rate cards and circulation statements are practically duplicated and placed in one convenient volume.

USE THIS COUPON

Special 30-Day Approval Order

STANDARD RATE & DATA SERVICE,
536 Lake Shore Drive,
Chicago, Illinois.

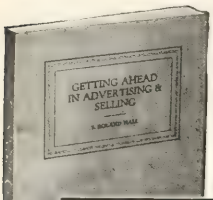
.....192.....

GENTLEMEN: You may send to us, prepaid, a copy of the current number of Standard Rate & Data Service, together with all bulletins issued since it was published for "30 days" use. Unless we return it at the end of thirty days you may bill us for $30.00, which is the cost of one year's subscription. The issue we receive is to be considered the initial number to be followed by a revised copy on the tenth of each month. The Service is to be maintained accurately by bulletins issued every other day.

Firm Name .....*Street Address* .....

City .....*State* .....

Individual Signing Order.....*Official Position* .....



FREE
to you

Hall's new book with Hall's great Library

Are you breaking into advertising?

Hall's new book—GETTING AHEAD IN ADVERTISING—is a book you will want if you are trying to get a foothold in this field; in fact you will be glad to have a copy if you are already engaged in this work, regardless of how, or where, or at what price.

The book is a meaty little volume of how to use advertising and selling ability to your own best advantage; it gives you hundreds of bits of practical experience in making your efforts count. It comes to you FREE with

S. Roland Hall's LIBRARY OF ADVERTISING AND SELLING

4 Vols., 3323 pages, 1090 illustrations, flexible binding, $1.50 in 10 days and $2.00 monthly.

This is the indispensable advertising and selling reference and home-study set. Hundreds of men and women are using it to push themselves ahead. Hundreds of experts in all branches of marketing have it handy for reference. Agencies throughout the country have these books in their libraries. Colleges and universities use the books as texts. If you're in advertising, or selling, or any branch of marketing, don't be without the good this set can bring you.

$20 worth of books for $17.50

Only 7 cents a day

The big, well-paying jobs call for men with all-around knowledge of the entire selling business — advertising, personal salesmanship, planning, managing, etc. Add to your own experience a working command of the principles and methods that have been proved in the experiences of the most successful selling organizations. You get them—hundreds of them—in this great set.

Examine for 10 days FREE
No money down
Small monthly payments

Try the set for yourself. Examine it at our expense. If you like it, keep it; if you don't, send it back. It has helped and is helping others. There's personal wisdom in seeing, at least, what it can do for you.

Prove it for yourself
Mail the coupon now



FREE EXAMINATION COUPON

McGraw-Hill Book Company, Inc.
370 Seventh Avenue, New York

You may send me the HALL LIBRARY OF ADVERTISING AND SELLING for ten days' free examination.

If the books are satisfactory, I will send $1.50 in ten days and $2 a month until your special price of $17.50 has been paid. With the library I am to receive a free copy of Hall's GETTING AHEAD IN ADVERTISING AND SELLING. If not wanted, I will write you for shipping instructions.

Name .....
Address .....
Position .....
Company .....

A. F. 4-6-27

maintenance of resale prices higher than would merely give distributors a fair compensation for their efforts.

After all, is there any real argument why jobbers and retailers should not have such compensation? Does the public gain in the long run in buying an occasional trade-marked article below cost and making up for it on other goods—especially when this is done at the expense of thousands of small retailers who find it impossible to combat effectively the deceptive tactics of unscrupulous competitors?

As a matter of fact, the legalizing of resale prices should benefit the public immeasurably.

It would tend to eliminate much of the present confusion, inefficiency and wasted effort in merchandising and thus eventually reduce the prices paid by the public as a result of lower cost of distribution.

One of the best examples of what price maintenance means to the public is found in the automobile, which always has been sold at a definite and well-maintained retail price.

Let us consider the Ford car, for instance. With a definite resale price which encouraged dealers to build up efficient organizations and install adequate service facilities, sales increased to the point where production cost per unit became but a fraction of what it once was.

Production and distribution economies were passed on to the public. The dealer made a satisfactory profit, but the public gained still more.

Definite resale prices were not the only factor, of course; but imagine how different the situation would have been had the Ford car been distributed, say, through jobbers, and no effort had been made to maintain a definite schedule of retail prices. Certain it is that there would have been few efficient dealer organizations. Sales would have been limited, production and distribution costs would have been high, and for many years the public would not have enjoyed the benefits of low-priced transportation.

Real efficiency in distribution means that each link in the chain of distribution must receive fair compensation, otherwise there is no incentive to continued and increased effort.

Convention Calendar

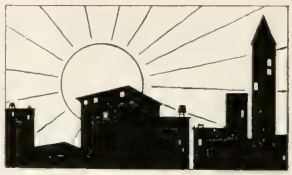
MAY 4-28—Sixth Annual Exhibition of Advertising Art, held by the Art Directors Club at the Art Center, 65 East 56th Street, New York City.

MAY 9-11 — Semi-Annual Convention of the Association of National Advertisers, Detroit, Mich.

JUNE 13-15—Sixth Annual Convention of the Industrial Adv. Ass'n, Cleveland.

JUNE 26-30—International Advertising Association, Denver, Colo.

OCTOBER 19-21—Direct Mail Advertising Association, Chicago.



Picture a Busy Industrial City

With Its People Employed in Skilled Industries

—who earn good incomes
—who live in their own homes or in two-family homes
—who are busy all year 'round
—who are seldom unemployed
—who spend freely and who patronize their neighborhood stores.

and you have a Picture of

Bridgeport Connecticut

Trading Market

Merchants will tell you that the POST-TELEGRAM reaches a buying class whose 64.000 wage earners alone have an $84,000,000 payroll to spend annually.

The POST-TELEGRAM with its 44.446 daily circulation represents quality, quantity and volume. Manufacturers of luxuries or necessities can obtain quick and economical distribution in Bridgeport, and the entire trading area can be merchandised as one unit with one cost, because 98% of the POST-TELEGRAM circulation is concentrated in this territory.



National Representatives
GILMAN, NICOLL & RUTHMAN
New York, Boston, Chicago, San Francisco.

Common Sense in Advertising

[CONTINUED FROM PAGE 28]

vertisement telling about their service, and their way of doing business, creating for themselves an identity, a personality. This advertisement is only two columns wide by four inches deep. The manager tells me that it has built his business for him. When his salesmen go out to call on prospects they know his firm; they have confidence in it. From nothing to a business of approximately a quarter of a million dollars a year is a big achievement in the city of Philadelphia, developed through the continuous and persistent use of advertising.

Persistency in advertising does pay. I heard of a firm that received a letter in response to their advertising which was as follows: "Have noted your picture of one pair of corduroy pants in *Home* magazine for past four months. More I see of them, better I like them. If not sold yet please enter my order for same."

Not only must we keep our message everlastingly before the public but we must be persistent in our use of media. The big job ahead of advertising is to study media as we have never studied it before.

In our business we use magazines as the backbone of our campaign. Ours is a color product, we have a color story to tell. We started with the *Saturday Evening Post* in 1917 and added the *Ladies' Home Journal* and have continued to add carefully year after year until we are using a total list of fifteen major magazines. We do not make up lists, our lists are already made up. We proceed very carefully before adding a new magazine because once we start advertising to that particular audience we expect to continue advertising to that audience unless the magazine slips in its quality or circulation or goes out of business.

The way we plan it is this. Magazine advertising does the educational job. It works twelve months a year telling the story of the decorative use of Armstrong's Linoleum floors to the women of this country. Think of it! We are reaching four out of five worthwhile homes in every town and city. And then we use newspaper advertising in selected communities to get action. We cannot hope to get the full benefits of our magazine advertising this year or next. That is building for the future, but we go into a town with newspaper advertising where the local retail stores have developed a good laying facilities and are able to service the public properly on our line. The purpose of the newspaper advertising is to say to the woman who reads the magazine, "Now is the time to go into the local retail stores and see Armstrong's Linoleum and select designs for the floors of your home." We try to run newspaper advertising over a period of weeks long enough to make a real impression and we come back regularly spring and fall.

Some of my friends say, "Well, if you are using fifteen big magazines your cost of duplicate circulation must be terrific." We know that to be true. But this is how we try to make our advertising pay. The old idea was for

CONTINUED ON PAGE . . .

There you are reading an interesting article on distribution and you come to that inevitable "continued on" line. Expectantly you turn—only to find the page torn out. On the other side there was an illuminating article on Direct Mail, torn out by the Sales Promotion Manager for his special file.

Prevent a recurrence by having a personal copy. Mail the coupon back—but do it now!

ADVERTISING and SELLING
9 East 38th St., New York

Please enter my subscription for one year (26 issues) at $3.00 and send bill.

Name..... Position.....

Company.....

Address.....

City..... State.....

4-6-27

The
CHICAGOAN



NOW
BEING
PUBLISHED
BY

MARTIN J. QUIGLEY

PUBLISHER

Exhibitors Herald Better Theatres The Studio
The Box Office Record and Equipment Index

407 South Dearborn Street
CHICAGO

565 Fifth Avenue
NEW YORK

5617 Hollywood Blvd.
LOS ANGELES

8-10 Charing Cross Road, E. C. 2
LONDON

the advertising agent to get up twelve magazine advertisements a year and run them one for January, one for February, one for March, etc., and run the same advertisement in every publication. That will not do for us. We study each magazine in which we advertise individually. We try to create advertising that fits the particular audience of that magazine. Then we do not buy twelve advertisements in a monthly magazine. We buy six advertisements in *Woman's Home Companion*, six in *Pictorial Review*, six in *McCall's*, six in *Delineator*, and we stagger them. We know that a lot of *McCall* readers also read *Pictorial Review* and we really get the effect of twelve months' advertising by appearing every other month in these publications.

In April there will be eleven distinct Armstrong advertisements appearing in the magazines. If your wife reads *Good Housekeeping* magazine she will get one type of appeal on Armstrong's Linoleum. If she picks up *Saturday Evening Post* she will get another advertisement, the *Ladies' Home Journal* still another. We vary our illustrations, headlines and appeal because we believe that every person cannot be reached as effectively by the same appeal. But every advertisement tells the same fundamental story.

It seems to me that it is just plain common sense to understand that you cannot buy a little advertising. All you buy is an opportunity to tell a story to the public. Like the old song of McDonald's farm, "Here a rattle, there a rattle," some advertisers make a little noise but they do not create an identity. If you have only a little money to spend spend that in one publication and do a thorough job. Don't try to spread advertising too thin. When you do it breaks down and accomplishes little or nothing.

Now I come to the last point that seems to me to have a lot of common sense in it. And that is that advertising must keep step with changing conditions. Just think for a moment of the conditions under which we live. In the last twenty years our daily life has been almost completely revolutionized. Read Mark Sullivan's "Our Own Times," which tells the story from a newspaper man's point of view as to what has happened in this country since 1900. You will find that you have forgotten how quaint and different we were then as compared to now. Today not only has the number of newspapers published and the number of magazines published increased, not only is the attention of the family taken up with the automobile, with the radio, with the movies, with all the other distractions that crowd into our daily lives. We are living at a rapid pace and under conditions that our mothers and fathers marvel at when they think back to their own younger days.

All this means that advertising has an increasingly hard job to get attention. We have got to step on the gas in our advertising if we are going to get people to stop, look, and listen. All this means that you men who spend dollars for advertising have got to spend them to make far better advertising if you are going to get the returns for your advertising money.

All this means better illustrations, simpler copy, more truthful copy, freer from bunk. We have got to tell our

story quickly and make it dig in. I often marvel at the kind of stuff that is dished out in retail store advertising, $97.50 coats for $17.95. Exaggerated claims, stupendous bargains. Do you fellows who prepare that kind of advertising think anybody believes it? "Well," you say, "they come and buy." Gentlemen, I believe that a lot of your customers buy in spite of your advertising rather than because of it. Look what R. H. Macy is doing in their editorial type of advertising, at John Wanamaker's store advertising—how it is using an astonishing amount of copy to tell people facts about the merchandise that great store has to offer. If I were a copy writer in a retail store, I would watch Sears, Roebuck & Co.'s retail advertising in Philadelphia. I was in Chicago a week ago and was talking to one of the advertising men for Sears, Roebuck who helps make up their great catalog. They have learned how to describe merchandise to create sales. Every page in that catalog must pay. I believe in greater care in the preparation of advertising, more thought, better typography.

After all when we think of it this advertising business is very simple. It only needs common sense. We must know first of all where we are going, what the objectives of our advertising are if it is to be effective. It must be based on sound and enduring sales policies expressed in terms of years, not in months. Our advertising must be planned to express the personality of our business. It must be built around a fundamental idea. The job of advertising is to sell the fundamental idea of our business or our product, and successful advertising can only be built on quality; quality of service or quality of product, and not on price. We must bear in mind that the job of advertising is to get people ready to buy. We must not depend on it to do the job of selling. Personal salesmanship will always be required to complete the transaction of a purchase of our article or our merchandise. There is no substitute for consistency and persistency in advertising. Its job is to mold public opinion and it can do this job only over a period of time.

It is a harder job than ever before to prepare effective advertising because people have so little time to read what we have to say. Advertising and selling are the push and pull twins of business. Advertising pulls people toward the product, selling pushes the product toward the prospective customer. When the two meet business results.

Several years ago it was my good fortune to spend a period of time in the little country of Siam, a fascinating land that is just emerging out of the primitive conditions of ancient, oriental civilization. In the *Bangkok Times* appeared this little advertisement: "The news of English we tell of. It is writ in perfect style and do a murder get commit we hear and tell of it. do a mighty chief die we publish in emborder somber. Staff has each one been in college and write like the Kipling and the Dickens. We circulate every town and extortionate not for advertisements."

Sometimes advertising is wonderfully and fearfully made, but a little common sense will make it pay dividends in the building of prestige and good will for our houses and in getting the public ready to buy our product.

ASK FOR OUR PORTFOLIO OF INSPIRATIONAL PRINTS

Bernhard Cursive

designed by Lucian Bernhard, is used as the leading type for the Headlines and Captions throughout the April Issue of

HARPER'S BAZAR

because of its Charm, its Elegance & Femininity

PRINTERS: THE SCHWEINLER PRESS

THE Bauer Type Foundry INC ✯ New York ✯ 239 W 43d ST

BERNHARD CURSIVE IS PROTECTED BY NUMEROUS DESIGN-PATENT APPLICATIONS

Established 1887 BAKERS HELPER Chicago

A.B.P. and A.B.C. Published Twice-a-month

Bakers' Helper is the oldest magazine in its field. It has given practical help to bakery owners for 40 years. The fact that over 75 per cent of its readers renew their subscriptions by mail shows they want it.

New York Office 17 E. 42nd St.

431 S. DEARBORN ST. CHICAGO, ILL.

The Standard Advertising Register

is the best in its field. Ask any user. Supplies valuable information on more than 8,000 advertisers. Write for data and prices.

National Register Publishing Co.
Incorporated
15 Moore St., New York City
R. W. Ferrel, Manager

KEEP YOUR COPIES!

At the conclusion of each volume an index will be published and mailed to you.

Kenilworth Inn
ASHEVILLE, N. C.
Special Weekly Rates

Spend your spring vacation with the wild flowers of the Smoky Mountains

The famous Kenilworth Inn offers you a special weekly rate for your family—which includes a marvelous program of entertainment.

Listen in on WWNC any evening

AMERICAN PLAN with Meals

Single Room—Hot & Cold Water	$42.00 Up.
Double Room—Hot & Cold Water	80.00 Up.
Single Room—Private Bath	60.00 Up.
Double Room—Private Bath	90.00 Up.
Double & Single—Private Bath	126.00 Up.

Delightful, dignified surroundings
FURTHER INFORMATION UPON REQUEST

ROSCOE A. MARVEL
MANAGER

THE AMERICAN ARCHITECT
A. B. C. Est. 1876 A. B. P.

"Advertising and Selling to Architects," a booklet prepared to give you a better understanding of the architectural field, is now available.

Your copy will be sent upon request.

243 West 39th St. New York

"ASK ME ANOTHER"

Answers to Questions on Page 46

1—The Drug industry. (a)—Automotive. (b)—Foods. 2—Retail drug stores. 3—Tooth Brushes. (a)—The power of advertising. 4—50%. 5—33⅓%. (a)—40% up. 6—295. (a)—3,225. 7—373. (a)—1,867. 8—15%. (a)—85%. 9—DRUG TOPICS. (a)—Guaranteed over 50,000 per issue. 10—Largest circulation ever achieved in drug field; over 30% greater than any other publication. 11—DRUG TOPICS. 12—50,000. (a)—8,000. 13—28½%. 14—Approximately 5,000. 15—The DRUG TOPICS mailing list. 16—The monthly closing date of DRUG TOPICS. 17—Maximum wholesale prices of $2.00, $4.00 and $8.00 per dozen for 25c, 50c and $1.00 items. 18—Easier to sell; faster turnover. 19—DRUG TOPICS advertising is a useful buying directory of fastest selling merchandise. 20—Toilet articles; beauty products. 21—Zonite, the antiseptic. 22—Kotex. 23—Soda fountain. 24—Druggists. 25—They encourage the substitution of long profit under-advertised merchandise. 26—Topics Publishing Co., Inc., 291 Broadway, New York City. 27—The eleven DRUG TOPICS representatives, each one a drug trade merchandising expert, ready to assist you with your drug trade problems. 28—Probably Inecto, the remarkably successful hair dye. 29—Probably Feenamint—the laxative chewing gum. 30—The Armand Line. 31—One drug store for each 2,100 population. 32—1,296. 33—1,360. 34—479. 35—469. 36—199. 37—Sterling Products Company (Bayer's Aspirin, Castoria, Diamond Dyes, etc.). 38—The Drug Industry. 39—DRUG TOPICS. 40—24. 41—18. 42—"Never up—Never in."—In golf if the putt does not reach the hole, it can't go in. 43—Applying "Never up—Never in" to drug trade advertising—means if the publication carrying your advertisement does not reach all the drug stores, your advertisement can never enter all the drug stores. Your possibilities only go as far as the circulation of the publication goes. 44—102. 45—Darn little—the druggist is a busy man. 46—The advertising pages of DRUG TOPICS—because it is a known fact that they are read and used by druggists. 47—70% advertise in DRUG TOPICS. 48—Because they have found it pays. 49—Topics Publishing Company, Inc., 291 Broadway, New York City. 50—DRUG TOPICS—because it is the acknowledged leader.

(Advt.)

NO SELLING TALK
Just Lots of Space
for Your Signature

ADVERTISING AND SELLING
9 East 38th Street, New York

Please enter my subscription for one year (26 issues) at $3.00 and send bill

Name .....

Position .....

Company .....

Address .....

City ..... State .....

4-6-27

Bigger Business for Small Manufacturers

[CONTINUED FROM PAGE 22]

duce other druggists and dealers to buy.

The kernel of this tale is that this small manufacturer, without the financial facilities with which to start national advertising, was able to build a solid foundation for advertising growth and influence by advertising in a strong way *in his own community*, for the direct benefit of stores local to his factory!

Many ambitious manufacturers fritter away their capital in a hopeless struggle to go into national competition; often without any material distribution of their goods, often with the sad and futile hope that the advertising will create a demand which dealers will be compelled to supply. Wall Street holds no more hopeless gamble!

You may point to marvelous successes made by that policy. So can Wall Street. But the place to look for data that may prevent such destruction is in the history of wrecked hopes and industries caused by such advertising gambling. National advertising has its own magnificent function to perform, and is a vital necessity for the successful selling of goods that have national distribution, but its vast power and great cost may prove destructive to the novice who dares its speeding wheels too soon.

But the object of this article is to stimulate advertising; not to discourage it. It is to suggest to new advertisers and to small manufacturers a way by which they can not only compete with great national advertisers but also beat them: by concentrating a strong promotion campaign in the district or zone surrounding their own factories.

A local investigation by any small manufacturer will doubtless show that many retailers within his community and his district of fifty to a hundred miles from his factory are buying competitive goods from distant manufacturers. Often the reason for this is that the distant manufacturer is a national advertiser whose trade-mark has won the confidence of the stores' customers, and the retailer finds it much easier to sell the goods from afar than to spend energy on trying to make people buy unknown goods produced by a local manufacturer.

So the small manufacturer wastes his energy and shaves his profits struggling to sell his goods over a wide territory to dealers who get business by selling goods at lower prices than standard lines demand. Thus both manufacturer and dealer have to fight forever against a stiff sales resistance which advertising could overcome. The local retailer wastes money in paying freight charges to get goods that his customers know about, while the local manufacturer wastes energy and profit in hunting for distant customers. For all this the public pays, and wonders why the costs of distribution should be so high.

The manufacturer, the dealer, and the public will all benefit when the local manufacturer starts to be an intelligent local advertiser.

THE small manufacturer may well pity himself when he thinks of facing a national advertising campaign; but he can throw away that pity when he begins to realize what tremendous advantages he really has in his local territory if he uses the powerful facilities that are right at his hands, at a cost that he can easily afford to pay.

Just consider these three conditions of power that are possessed by the local manufacturer:

1. He can save the local dealers a large part — perhaps all — of their freight bills on the goods he makes, because he can deliver the goods right to their doors.

2. He can enable the dealers to carry smaller amounts and never be out of stock of his goods, because he can make deliveries any day they want the goods in a few hours', or one hour's, time.

3. He can do larger and more impressive advertising in his locality than can any national advertiser, because he can concentrate all of it in the newspaper and other local media.

By adopting such a local advertising policy the small manufacturer will have a powerful inducement to present to the local stores. He will then begin to build up a local prestige for his goods that will grow into a local pride. This confidence in his goods may be built up and stimulated by local exhibitions of his products in the stores or in his factory. The manufacturer should inaugurate periodic inspection days, when his factories would be put in order and people of the locality would be invited to visit them and see how the goods are made—always a matter of general interest. He may be able to give visitors samples of his goods. If they cannot be sampled, his display will probably be larger and more interesting than that shown in any individual store; and yet the local store can be helped to make the sale whenever a customer is interested in an item which the store does not have in stock. Thus, when the people realize how well the goods are made, they will grow to accept no other goods. The distant manufacturer may make goods just as well or better, but the confidence of the public is always greatest in the goods it sees made, if the making is convincing and honest.

The small manufacturer's advertising may be of such proportions as his means and the conditions warrant. Such advertising not only wins the stores' friendliness and creates public desire for the goods and public con-

fidence in them; it also builds up a partnership of interest with the local newspapers which is often a powerful factor in success, entirely apart from the direct results of the advertising. Any newspaper is naturally interested in a client, and the larger the success of the advertiser, the larger will be the amount of money to be spent in advertising. The interest is mutual. Also, the larger the industry the more people it will employ, and the growth of employees is growth of the city and an increase of customers for the stores. Thus both stores and newspapers have a common ground of interest with the local employer of labor.

BUT local loyalty must be stimulated. Every manufacturer should be an advertiser. The greatest asset of any business is its name—its prestige and good will; but it has a limited value if it has rarely or never been advertised. It has a large value if it has been exploited and respected through the years.

Advertising when intelligently done is not an expense; it is the most valuable of all investments, paying a higher rate of interest than any other element of the business. The work must be undertaken by the representatives of the local newspapers, who will explain all the merits of advertising and of local cooperation to the manufacturer. He should be shown how he can dominate his community and win its confidence. He should be shown just how his advertising will open up this whole scheme of common benefit for the general prosperity of all three great interests.

After the small manufacturer has won his local territory, and has a solidly established home trade, he may develop a wider zone. He may even open a new factory in a near-by district, doing the same type of local advertising, winning the same local interest in the new industry and the goods that it produces. One new zone will quickly lead the way to another until finally the structure has grown to such size and strength that it will automatically go into advertising on a national scale with confidence.

It must always be remembered that national advertising done in communities where the advertised goods are not on sale is spending money to sell the goods of competitors; for when they are asked for and are not on sale, the dealer will always sell a product of a competing factory.

The small manufacturer will review the "three points of power" that he possesses against the national advertiser, and will start his new growth and prosperity by concentrating his energy on his own community, his own district or zone, and its opportunities.

Beg Your Pardon

In our issue of Feb. 23 we published a page advertisement of *The Chicago Daily News* containing a statement of the average circulation of the Saturday Photogravure section. Through an error the circulation figure was incorrectly quoted. The statement should have read, "Average Net Paid Circulation of the Photogravure Section in January, 1927, 454,936." The *Chicago Daily News* was in no way to blame for the error.

A Gain of More Than 595% in 7 Years

A Gain of More Than 90% in One Month





WE BELIEVE that this is, without doubt, an unbeatable record for all time—a gain of more than 595% in Pattern Sales in seven years, with a gain of more than 90% in one month's Pattern Sales during that period.

This is a strong indication of the tremendous reader interest shown by the farm women subscribers to THE FARMER'S WIFE. These readers turn to their own magazine for most of their practical help in living.

Textile manufacturers doing business in the United States are dependent upon the farm women for their continued profits. The striking gain in reader interest demonstrated by these figures is one more proof that farm women can determine the sales volume of the household merchandise of America.

THE FARMER'S WIFE is the one magazine in America published and edited exclusively for farm women.

THE
FARMER'S WIFE
A Magazine for Farm Women
WEBB PUBLISHING COMPANY, PUBLISHERS
St. Paul, Minnesota

Western Representatives
Standard Farm Papers, Inc.
307 North Michigan Ave.
Chicago, Illinois

Eastern Representatives
Wallace C. Richardson, Inc.
250 Park Avenue
New York City

Member Audit Bureau of Circulations

Ask Yourself This Question

IS your product used in some industry that uses explosives? If the answer is "yes," your product should be advertised in The Explosives Engineer. For this magazine, as a forerunner of progress in mining, quarrying, and construction, is read—and read thoughtfully—by the men who specify and buy not only explosives, but all of the supplies and equipment for these great industries.

THE EXPLOSIVES ENGINEER

Among the products represented in its advertising columns are steam locomotives, electric and steam shovels, air drills, hoists, portable compressors, rubber hose, mining specialties, gasoline locomotives, field storage magazines, flotation oils, and lubricants.

"Its arrival is eagerly looked forward to," "extraordinarily well gotten up," "absolutely in a class by itself," "should be in the office

FORERUNNER OF PROGRESS

of every mine operator," "a wonderful paper," "exceptionally attractive," "very readable," "entertaining and valuable," "very, very fine indeed," "best trade magazine in the world,"—these are just a few of the comments that are constantly coming in.

Write for a sample copy. Examine the A.B.C. report on it. Then you'll understand why so many manufacturers are finding it such a valuable selling aid.

The Explosives Engineer, 1000 Delaware Trust Building, Wilmington, Delaware.

IN MINING QUARRYING & CONSTRUCTION

"We have just completed a survey of the results of a campaign and I know that you will be interested to learn that The Explosives Engineer stood first and foremost in the number of returns"—writes one advertiser.

Advertisers Get Schools to Use Their Literature

[CONTINUED FROM PAGE 24]

the requests for the book as a proof that it is really accomplishing something. Every once in a while a checkup is made to determine exactly what use is being made of it. The tests reveal that in nearly every case the publication is used for classroom reading, and when the work on it is finished, each pupil is furnished with a copy to take home. In many cases the publication is made the subject of composition work. In numerous instances teachers have their pupils write to the company expressing thanks for the book and telling some of the things they have learned from it.

Nearly every manufacturer receives an occasional request from a teacher asking for literature about his product that could be used in classrooms. Most manufacturers answer these requests by sending out their regular literature. That is a mistake. Teachers will not, as a rule, use literature that is prepared for the general consumer, because it too obviously stresses an advertising viewpoint. While publications like "The Romance of Rubber" contain advertising, their success is due to the fact that they are written primarily as text books and not as advertising pamphlets. An executive of The Hills Brothers Company says that to gain recognition from schools, commercial literature must be unselfish and absolutely reliable.

The companies who have been most successful in getting their literature used in schools prepare special material for this purpose. There is, for example, a book published by The Palmolive Company called "A Day in the Palmolive Factory." While this book mentions the name of the company and its products throughout the text, it is by no means an advertising publication. Its purpose is, primarily, to tell the reader something of the history of soap, what the ingredients of Palmolive Soap are, and just how Palmolive Soap is made.

A SIMILAR publication is got out by Robert H. Foerderer, Inc., manufacturers of Vici kid. It tells the story of Vici kid from the time it leaves the backs of goats in India to the time it reaches, as footwear, the fashionable thoroughfares of the world. The Minute Tapioca Company gets out "The Story of Minute Tapioca," which is used extensively in schools. The Hills Brothers Company distribute to schools a beautifully illustrated book called "The Romance of the Date."

Armour & Company for years distributed a series of six booklets: "Dreams That Came True," "The Story of a Soap Bubble," "The Story of Glue," "The Story of Musical Strings and Pharmaceuticals," "Feeding the Farm," "The River of Food." In offering them to teachers the company made this announcement:

This little booklet has been prepared to meet the urgent demands of the public for a better understanding of the business that it is designed to portray. It has been published for free distribution among teachers, and arrangements have been made with the publishers whereby classes will be furnished at the actual cost of paper and printing, which is approximately five cents a copy.

The thing that surprises most manufacturers is the ease with which specially designed school literature can be distributed. When an advertiser first enters this field, he usually makes the mistake of not being prepared for the avalanche of requests that he is likely to receive. Many advertisers have told me that the school teachers of this country are avaricious for industrial educational material.

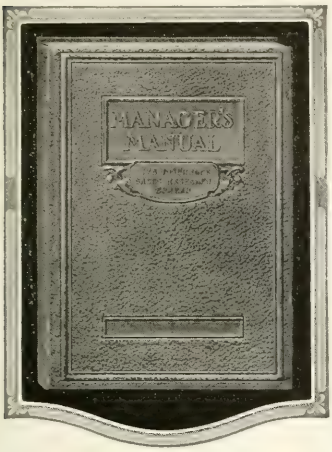
ONE manufacturer put an advertisement in a publication reaching teachers, offering a sample of his product and other material for school use. He had to discontinue his campaign, temporarily, after the second insertion, because he received so many requests that it took him six months to send out the material.

To give a definite idea of how teachers respond to offers of cooperation from manufacturers, let me relate an experience of the L. E. Waterman Company, makers of the Waterman Ideal Fountain Pen. It ran just one coupon advertisement directed to teachers, offering maps to school children. Six thousand coupons came in, requesting 300,000 maps.

A manufacturer who is conducting one of these school campaigns should have some sort of a dealer tie-up. I repeat that it is easy enough to get requests from the schools, but turning these inquiries into actual orders from retailers is another matter. It can be done, however, if the manufacturer will let the retail merchant know what he is doing with the schools.

An experience of Lever Brothers, makers of Lifebuoy Soap, shows how this can be accomplished. They ran two full page advertisements in an educational publication, offering wash-up charts and sample cakes of soap. As a result of those two advertisements 39,000 teachers responded. They requested 1,560,000 charts and the same number of sample cakes of Lifebuoy. In the communities from which these inquiries came, the company wrote to its dealers and "prospects" explaining its campaign on the schools. As a result approximately 2000 new accounts were opened.

This campaign also demonstrates how a manufacturer can work with school children to overcome a prejudice which may exist against his product. Because of the presence of carbolic acid in Lifebuoy Soap many persons are prejudiced against its odor; so Lever Brothers decided to acquaint school children with the soap and to get them into the habit of using it before they had a chance to form a prejudice.



Important Books Should Look Important

WHEN the Life Insurance Sales Research Bureau published its Manager's Manual, the importance of impressive covers was recognized.

All four volumes of this Manual are filled with information to help managers write more life insurance — important facts gleaned from years of experience. Molloy Made Covers are used to convey an impression of importance—they *look* important.

Through their handsome appearance Molloy Made Covers gain prestige for every book on which they are used. And by their extreme durability they add to its life of service—whether it goes into an insurance office or a machine shop.

Make your new book look as important as it is. Write us for suggestions and samples. There is no obligation.

MOLLOY MADE
THE DAVID J. MOLLOY COMPANY
Commercial Covers for Every Purpose
2863 North Western Ave. Chicago, Ill.
Sales Offices in Principal Cities

The school campaign accordingly centered around the wash-up chart; an interesting method of getting a child to acquire habits of daily bathing. On the chart there is a place for the teacher to mark each child's credit, and on its reverse there is a talk to mothers, to make sure that the message will go into the home.

THE National Kraut Packers' Association is another organization that has to overcome a prejudice against its product. It, too, has worked with school children with amazing results. The booklets of the association have been distributed by school teachers throughout the United States.

Most of the manufacturers who are conducting campaigns to school children are in one way or another delivering a health message; for in the last few years a tremendous change has come into the average school curriculum. Education no longer revolves around the three "R's." Educators now admit that it is more important to build good character and strong physique than it is merely to teach such basic subjects as reading, writing and arithmetic. Advertisers have contributed almost as much to this change in education as have the educators themselves. Colgate & Company have been working in this field for seventeen years. It is largely due to the efforts of that company that the use of the tooth brush has become a daily habit, particularly among the school-attending generation in this country. The California Fruit Growers Exchange, the Cream of Wheat Company, the Prophy-lac-tic Brush Co., the Borden Company, the Shredded Wheat Company, the Postum Cereal Company, the Kellogg Company, Sealright Company, Inc., and the Royal Baking Powder Company are a few of the many advertisers who have been contributing to these changes in the average curriculum.

There is still, however, much work to be done. It is estimated that there are 6,000,000 school children who are under-nourished. Dr. R. M. Smith, in talking before the Harvard Medical School a few weeks ago, said that 15,000,000 school children in the United States have some physical defect detrimental to good school work, most of which could be remedied through proper diet.

Numerous advertisers are working to overcome this condition. For example, the Postum Cereal Company advertises to tell teachers about Grape Nuts. Trial packages of the product and "A Book of Better Breakfasts" are offered to convince both the teacher and the pupil. This company also shows the teacher how to start the Postum Hot Lunch plan.

The Borden Company has led for many years in carrying on educational work in schools. The basis of the activity is a book entitled "Nutrition and Health with Twenty Suggested Lessons for Nutrition Classes." This book is authoritative and is in extensive use. The California Fruit Growers Exchange has been conducting an elaborate school service for the last four years; 260,000 bulletins alone are distributed to teachers each month. The association also gets out a wall chart which explains and pictures the citrus industry, showing how the fruit is planted, irrigated, picked, budded,

Penetration

If you are seeking a new market for your product, consider the "Island territory" comprised of the states of Maryland, North Carolina, and the two Virginias. This fertile territory stands out with an increase of 25,000 new farms in the last five years. The farmers in this region lead in thrift, and in diversified farming to the extent that they have made their crop values the highest in the country. Their buying ability is unusually great, and their buying habits have never failed to reward the enterprise of advertisers who have gained and held their attention.

The Southern Planter, the oldest agricultural journal in America, has carried numberless products into the acceptance of its subscribers. With a fortnightly circulation of over 180,000, the Southern Planter, in its home territory, goes to one home in every two, and in its entire territory, one home in every three. This "penetration" practically predestines the success of consistent advertising.

The Southern Planter
Richmond, Va.

JAMES M. RIDDLE CO.
Chicago New York Atlanta
Kansas City San Francisco



Rate for advertisements inserted in this department is $3.00 per inch. Minimum charge $1.50. Forms close Saturday noon before date of issue.

Position Wanted

Young man seeks position in Production Department, or as executive assistant in New York agency. Two years' experience handling make-up, copy, correspondence, contracts, schedules, in magazine advertising department. Stenographer. Familiar with type, engraving, etc. Address replies to Box 455, Advertising & Selling, 9 East 38th St., New York, N. Y.

We need a combination copy writer and layout man. Prefer young man between 25 and 30. How many years you have been in advertising will not be the deciding factor—it is how much you know and can do that counts with us. The job pays $50 a week, but you must be able to earn every cent of it. This agency is two years old and fully recognized. Now carrying advertising in leading national publications. The right man can find a splendid opportunity with us. You must be able to originate your own ideas, write them to completion, visualize your illustrative treatment and make the typographic layout. You must have a good working knowledge of engraving and printing. We will want you to go to work at once. Write everything you know about yourself. Send us good references and authenticated samples of your work. Dudley Davis, Inc., Advertising Agency, Memphis, Tenn.

ADVERTISING ASSISTANT

My nine years' experience with agency, publisher, and advertising department, backed up by a college education and courses in advertising, has fitted me to assist busy executive. Thoroughly familiar with buying of engravings, electrotypes, lithography, paper and printing. Also copywriting and layouts. Familiar with advertising department routine. Age 28. Christian. Address Box 450, Advertising and Selling, 9 East 38th St., New York City.

Woman with experience as Editor of house publication making an appeal to women, wishes position as Editor of house-organ or sales publication. National reputation as writer for women's magazines. Especially qualified on subjects allied with housekeeping, interior decoration and home economics. Will work in own suburban studio or in a New York office. Address Box 446, Advertising & Selling, 9 East 38th St., New York City.

Wanted: Sales representative in eastern territory for practical, popular, nationally advertised salesmen's portfolios. Our product is being purchased by thousands among firms with large sales forces. To a reputable man calling on such firms we will give an exclusive territory on a profitable commission basis. Leads furnished. All correspondence held in strict confidence. Box A, Advertising and Selling, 1328 Peoples Gas Bldg., Chicago, Ill.

EXECUTIVE, ACCOUNTANT, OFFICE MANAGER

Of character, ability and integrity; broad-visioned and energetic; versed in the theory and experienced in the practice of corporate and intercorporate accounting, office management, and thereby well equipped to assume responsibility. Magazine or book publishing business preferred. Box 449, Advertising and Selling, 9 E. 38th St., New York City.

Advertising Solicitor—Young woman desires connection with publication or advertising agency in New York City. Several years' experience. Pleasant personality, energetic, result producer. Further details can be given in an interview. Box 452, Advertising and Selling, 9 East 38th St., New York City.

Position Wanted

YOUNG WOMAN ARTIST

Young woman artist recently returned from Paris seeks full time position in agency or publication office. Close student of styles and style illustrations. Box 457, Advertising and Selling, 9 East 38th St., New York City.

TWO DIRECT ADVERTISING SALESMEN WANTED

1. A seasoned man with a successful selling record who can produce sizeable and profitable business.
2. A Cub with character who is worth training. Both of these opportunities are with an established successful Direct Advertising concern with complete facilities, including printing in all processes. Localized Advertising Corporation, 2000 E. Atwater St., Detroit, Mich.

SALES executive who has successfully organized and trained numerous selling forces desires congenial, permanent connection; thoroughly experienced in high grade specialty selling using the one-call method, merchandising and advertising; age 36, Christian, married; bank, character and business references. W. S., care McKenna-Muller, 44 Court St., Brooklyn, N. Y.

For Sale

For Sale: A complete set of Bound Volumes of Printers' Ink Weekly from October 3, 1918, to September 28, 1922, in good condition. Volume numbers 105 to 120. Price for sixteen volumes $30.00. Box 456, Advertising and Selling, 9 East 38th St., New York City.

Multigraphing

FOR SERVICE Telephone Barclay 3355

Multigraphing Mimeographing Addressing BUREAU

19 Park Place, New York City

JOHN F. FITZPATRICK, Proprietor

Quality and Quantity Multigraphing, Addressing, Filling In, Folding, Etc.

DEHAAN CIRCULAR LETTER CO., INC.

120 W. 42nd St., New York City

Telephone Wis. 5483

Press Clippings

BUFFALO CLIPPING BUREAUS

offer reliable National or regional newspaper reading service. Branch Bureaus Everywhere. General offices, One Terrace, Buffalo, N. Y.

Miscellaneous

BINDERS

Use a binder to preserve your file of Advertising and Selling copies for references. Stiff cloth covered covers, and die-stamped in gold lettering, each holding approximately 9 issues, $1.85 including postage. Send your Check to Advertising and Selling, 9 East 38th St., New York City.

"GIBBONS knows CANADA"
J. J. Gibbons Limited, Advertising Agents
TORONTO MONTREAL WINNIPEG

and packed. Last year 6000 of them were distributed.

In fact, charts are one of the most popular "helps" that manufacturers can offer to schools. The demand for them is much greater than the supply. Many teachers, not being able to get the sort they want, make up their own by cutting illustrations from current advertisements and arranging them so as to tell a story.

Notable among those that have been distributed to teachers is the Educator Shoe Chart, put out by Rice & Hutchins, Inc. The Takamine Corporation, manufacturers of tooth brushes, get out a Takamine Vacation Chart. Its purpose is to get the pupil to brush his teeth twice each day during the summer and then to take it back to the teacher in September. The Pro-phy-lac-tic Brush Company offers a chart which makes the brushing of teeth a fascinating game. The Shredded Wheat Company distributes one illustrated in ten colors showing the entire process of manufacturing its product. The Pillsbury Flour Company send to schools a photograph showing a cross-section view of its mills.

No advertiser in the United States gets out such a wide variety of material for school use as does the International Harvester Company. Among its offerings there are thirteen different kinds of charts. Lantern slides are furnished on eighteen subjects and motion picture reels on nine subjects.

The Palmolive Company has used cards on which the pupil is asked to sign the following pledge:

Dear Teacher:
I promise to wash my face and hands with my little cake of Palmolive Soap before every meal and before going to bed until it is all used up.

The Cream of Wheat Company uses a card on one side of which is a message addressed to the mother in which the child tells her what she learned at school about playing a breakfast game. This is signed both by pupil and teacher. On the reverse side of the card is a space in which the mother can indicate that her child has eaten a hot cereal for breakfast three times a week for four weeks. At the end of that period the mother signs the card and returns it to the teacher.

Maltop, Inc., manufacturers of Toddy, employs an athlete who does a number of physical culture stunts. The entertainment he offers is furnished free to schools. This man gives a talk in which he says that he owes his own fine physical condition to eating such helpful products as Toddy.

THERE are any number of manufacturers who furnish schools with exhibits. The Corticelli Silk Company is one. Last year it raised at its plant 100,000 silk worms whose care requires the constant service of sixteen people. The worms are used in a display which is routed around to schools and retail stores.

Judging from the incidents which have been cited, it would seem that the manufacturer would have no difficulty in working with schools. Apparently he can get almost unlimited cooperation from them if he happens to have a product that in any way contributes to the health, comfort, and well being of the close to 25,000,000 school children in the United States.

Bought in the Home—Not Sold in the Store

[CONTINUED FROM PAGE 25]

The percentage of demonstrations that were closed, in turn, led to a very important conclusion: That a washer is bought in a woman's home and not sold in a dealer's store. Regardless of how carefully the operations and advantages are explained in the store, few women can visualize them. Only by actually doing a washing in her own home, with her own clothes, and under her own home conditions, can she realize the advantages. In her own home she does not think of it as a washing machine, but as a service. She sees the time that can be saved, the wear and tear on the clothes, the extra and additional time it gives her to do other things, cleaner, whiter clothes, and a multitude of other advantages which she had no way of realizing when she stood on the dealer's floor and gazed at an inanimate object of aluminum, iron and rubber.

THE next thing, of course, was the obvious thing. The dealer himself was busy with his entire store and stock. He was a generalist, while the work of taking the washer to the housewife was a specialist's job. So we helped him train a specialist, a man whose job was demonstrating, talking, advertising and selling washing machines. This man did little or no work in the store. His work was done in the home by actually washing and by educating the prospect to a new order of things. The dealer suddenly found himself ordering machines without the solicitation of our field man. This man who is known as a district manager is a manager in every respect of the word. His duty is to help the dealer manage his washing machine department, see that it is operated on a profitable basis, help him promote a better organization; to hire, train and prepare men to do the actual selling. If this is properly handled the dealer will be more than willing to order as many machines as are necessary to keep the sales force busy, because he sees an outlet that he did not see before. He sees a comparatively small investment turning itself over and over and putting profit into his bank account, while before the same amount of money moved slowly and uncertainly.

As this plan proved more and more successful, we found our dealers placing more and more confidence in our ability to operate and handle their washing machine business advantageously. This additional confidence shown in us by our dealers meant to us an additional responsibility—that of giving to our dealers only sound, workable, and dependable service. We did everything we could to deserve this confidence and to keep it.

While our business was chiefly that of manufacturing and marketing, we had helped ourselves by helping our dealer. We worked out the best way of training men; we standardized on demonstrations, delivery methods, time payment financing, and other details concerning the dealer's distribution. In short, we had made his problems our problems.

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The NEWS DIGEST

A complete digest of the news of advertising and selling is here compiled for quick and convenient reference ☞ The Editor will be glad to receive items of news for inclusion in this department ☞ Address ADVERTISING AND SELLING, Number Nine East Thirty-eighth Street, New York City

CHANGES IN PERSONNEL—(*Advertisers, etc.*)

Name	*Former Company and Position*	*Now Associated With*	*Position*
George O. Benson	Niagara Metal Stamping Corp., Niagara Falls, N. Y., Sales Mgr.	Same Company	Vice-Pres. in Charge of Sales
John Clyde Oswald	New York Employing Printers Ass'n, New York, Managing Dir.	Abbott Press & Mortimer-Walling, Inc., New York.	Pres. (Effective October, 1927)
E. S. Wortham	Scullin Steel Co., Chicago, Sales Dept.	Same Company	Vice-Pres.
L. S. Chapin	Johnson Educator Food Co., Cambridge, Mass., In Charge New York Territory	Same Company	Vice-Pres.
R. O. Kennedy	Cluett, Peabody & Co., Troy, N. Y.	Same Company	Vice-Pres.
S. B. Solinger	B. H. Shapiro Shoe Co., Chicago, Adv. Mgr.	The Sonatron Tube Co., Chicago	Adv. Mgr.
F. H. Camp	Blackett & Sample, Inc., Chicago	Armour & Co., Chicago.	Sales Mgr., Sand Paper Div.
L. E. Nash	Nekoosa-Edwards Paper Co., Nekoosa, Wis., Vice-Pres. and Sales Mgr.	Resigned	
W. E. Nash	Nekoosa-Edwards Paper Co., Nekoosa, Wis.	Same Company	Vice-Pres. and Sales Mgr.
Joseph Netter, 2nd	Retail Ledger, Philadelphia, Eastern Adv. Staff	Morris & Co., Inc., Baltimore	Ass't to Pres.
H. McLellan	New York World, Editorial Staff	The Homeland Co., New York	Dir. of Adv. & Sales Pro.
J. M. Handly, Jr.	Erwin, Wasey & Co., Paris Office	Delco Light Co., Paris Office	Gen. European Adv. Mgr.
A. W. Eaton	Eaton, Crane & Pike Co., Inc., Pittsfield, Mass., Pres.	Same Company	Chairman of the Board
W. H. Eaton	Eaton, Crane & Pike Co., Inc., Pittsfield, Mass.	Same Company	Pres.
C. C. Davis	Eaton, Crane & Pike Co., Inc., Pittsfield, Mass., Vice-Pres. in Charge of Sales.	Same Company	Executive Vice-Pres.
R. E. Kimball	Eaton, Crane & Pike Co., Inc., Pittsfield, Mass.	Same Company	Vice-Pres. & Dir. of Sales
A. T. Spratlin	Eaton, Crane & Pike Co., Inc., Pittsfield, Mass.	Same Company	Treas.
C. A. Rogers	Federal Motor Truck Co., Detroit, Ass't Treas.	Same Company	Treas.
W. S. Boice	The Heywood Mfg. Co., Minneapolis, Sales Dept.	George A. Clark & Son, Minneapolis	Adv. Mgr.

CHANGES IN PERSONNEL—(*Agencies, etc.*)

Name	*Former Company and Position*	*Now Associated With*	*Position*
Robert A. Smalley	N. W. Ayer & Son, Philadelphia, Copy	Lyddon & Hanford, New York	Copy Dir.
B. W. Lewis	The Indianapolis News, Indianapolis, Ind., Pro. Mgr.	Hailey & Lewis, Inc., El Paso, Tex.	Partner
Fred K. Miller	L. S. Donaldson Co., Minneapolis, Head of Adv. Dept.	Miller Adv. Co., Chicago	Pres.
R. P. Stewart	Walker & Co., Detroit, In Charge of Sales Pro.	Same Company	Acc't Executive
M. J. Klein	Daily Mirror, New York, Adv. Dept.	Idea Shop, Inc., New York	Pres.
Otto Kleppner	Prentice-Hall, Inc., New York, Adv. Mgr.	The Kleppner Co., Inc., New York	Owner
Frank F. Casey	Burnham & Fishler, New York	LaPorte & Austin, Inc., New York	Acc't Executive

Among all American newspapers The Detroit News in 1926 took four FIRST places out of a possible six in advertising

Figures Given Here Are Taken From Editor and Publisher, March 12th Issue

NATIONAL ADVERTISING LEADERS
Evening and Sunday

Detroit News	**5,198,004**
Milwaukee Journal	4,897,542
St. Louis Post-Dispatch	4,696,720
Philadelphia Public Ledger	3,853,098
Brooklyn Eagle	3,747,396
Baltimore Sun	3,617,487
Seattle Times	3,564,970
Minneapolis Journal	3,509,466
Pittsburgh Press	3,486,770
Minneapolis Tribune	3,440,630
Denver Post	3,323,180
Washington Star	3,214,964

LOCAL ADVERTISING LEADERS
Evening and Sunday

Detroit News	**21,028,742**
Washington Star	19,944,122
Baltimore Sun	17,226,220
Pittsburgh Press	16,943,192
Columbus Dispatch	15,785,085
St. Louis Post-Dispatch	15,505,280
Birmingham News	13,017,704
Kansas City Star	11,729,231
Oakland Tribune	11,433,436
Dayton News	11,402,580
Canton Repository	10,424,080
Milwaukee Journal	10,294,186

CLASSIFIED ADVERTISING LEADERS
Evening and Sunday

Detroit News	**7,803,824**
Brooklyn Eagle	6,153,510
Baltimore Sun	5,821,641
Washington Star	5,741,738
Kansas City Star	5,634,008
Oakland Tribune	5,523,938
St. Louis Post-Dispatch	4,959,920
Pittsburgh Press	4,828,768
Columbus Dispatch	4,100,375
Seattle Times	3,942,285
Milwaukee Journal	3,758,651
Dayton News	3,072,832

LOCAL ADVERTISING LEADERS
Evening—Six Day

Detroit News	**16,868,376**
Washington Star	14,566,736
Chicago News	14,072,237
Pittsburgh Press	12,656,938
New York Sun	11,932,526
New York Journal	11,795,415
Philadelphia Bulletin	11,647,545
Los Angeles Herald	11,221,406
St. Louis Post-Dispatch	11,156,880
Baltimore Sun	11,133,920
Grand Rapids Press	11,081,854
Akron Beacon Journal	11,010,160

CLASSIFIED ADVERTISING LEADERS
Evening—Six Day

Newark News	5,184,723
Detroit News	**4,984,168**
Brooklyn Eagle	4,659,974
Chicago News	4,584,330
Washington Star	4,498,371
Philadelphia Bulletin	4,178,772
Baltimore Sun	4,019,615
Buffalo News	3,854,832
Los Angeles Herald	3,624,320
Cleveland Press	3,440,729
Indianapolis News	3,429,498
New York Evening Telegram	3,003,962

NATIONAL ADVERTISING LEADERS
Evening—Six Day

Newark News	5,041,045
Philadelphia Bulletin	4,872,339
Boston Traveler	4,229,131
New York Sun	4,068,489
Indianapolis News	3,934,419
*Philadelphia Ledger	3,853,098
Buffalo News	3,429,584
*Milwaukee Journal	3,214,745
***Detroit News**	**3,166,016**
Chicago News	3,154,945
*St. Louis Post-Dispatch	2,986,200
New York Journal	2,962,594

*These are the week-day issues of daily and Sunday newspapers.

In Total Advertising Volume The Detroit News in 1926 Led All Other Newspapers in America.

The Detroit News

365,000 Sunday Circulation — **The HOME newspaper** — 330,000 Weekday Circulation

Advertising & Selling · **The NEWS DIGEST** · *Issue of April 6, 1927*

CHANGES IN PERSONNEL—(*Agencies, etc., continued*)

Name	*Former Company and Position*	*Now Associated With*	*Position*
Frank J. Rohr	The Barron G. Collier Co., Mgr. Toledo Office	The Edwin A. Machen Co., Toledo, Ohio	Rep. in Toledo and Northwestern Ohio
A. L. Gale	Fred M. Randall Co., Chicago, Chicago Mgr.	Gale & Pietch, Chicago	Partner
A. S. Graham	Hyatt Roller Bearing Co., Harrison, N. J., Pub. Mgr.	Joseph E. Hanson Co., Newark, N. J.	Acc't Executive
Richard Fielding	Phila. Electric Co., Philadelphia, Pa., Lighting Sales Dept.	John Falkner Arndt & Co., Philadelphia	Member of the Staff
A. S. Stewart	Des Moines Capital, Des Moines, Iowa	Evans, Kip & Hackett, Inc., New York	Ass't Space Buyer
T. H. Curley	Albert Frank & Co., New York	Doremus & Co., Boston	Acc't Executive
John N. McMath	N. W. Ayer & Son, Philadelphia	The Richard A. Foley Adv. Agcy., Inc., Phila.	Executive Member
F. A. Hartwell	F. H. Bennett Biscuit Co., New York Adv. & Sales Mgr.	Olmstead, Perrin & Leffingwell, Inc., New York	Merchandising
M. V. Kelley	Martin V. Kelley Co., Toledo, Ohio, Pres.	Street & Finney, Inc., New York	Treas.

CHANGES IN PERSONNEL—(*Media, etc.*)

Name	*Former Company and Position*	*Now Associated With*	*Position*
G. W. Cushing	McKinney, March & Cushing, Inc., Detroit, Sec'y	American Press Ass'n	Detroit Mgr.
T. J. Kivlighan	News-Leader, Richmond, Va., Adv. Staff	Same Company	Adv. Mgr.
A. R. Sharton	E. T. Howard Adv. Co., Inc., New York, Vice-Pres.	Journal of Commerce, New York	Adv. Mgr.
H. Gould	American News Co., New York, Gen. Mgr.	Same Company	Pres.
D. E. Sampson	Daily News, New York, Adv. Dept.	Same Company	Sales Staff, Chicago Office
E. S. Hobbs	Barber-Greene Co., Chicago	Sports Afield, Chicago	Business Mgr.
Charles R. Wright	Class Journal Co., Kansas City, In Charge Western States Territory	Concrete and Building Materials, New York	Eastern Mgr.
M. R. Mackey	Journal, Portland, Ore.	M. C. Mogensen & Co., Inc., Portland	Mgr. Portland Office
A. N. Steele	Union Bed & Springs Co., Chicago, Sales Mgr.	The Chicago Tribune, Chicago	Mgr. Merchandising Service
E. P. Frenz	MacFadden Publications, Inc., New York, Circulation Mgr.	Screenland Magazine, New York	Circulation Mgr.
L. C. Rosenberg	Louis C. Rosenberg, New York	Women's Wear Daily, New York	Adv. Counsel
W. W. Shaw	Doyle & Waltz Printing Co., Cleveland, Mgr. Direct Mail Dept.	Briton Gardner Printing Co., Cleveland	Sales Dept.
R. Lee Webb	The Ben Franklin Press, Inc., Atlanta, Ga.	Townley Printing Co., Atlanta	Partner
C. A. Martin	The Ruralist Press, Inc., Atlanta, Ga.	Townley Printing Co., Atlanta	Partner

CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS

Name	*Address*	*Product*	*Now Advertising Through*
Colonial Air Transport Co.	New York	Aeroplane Transportation	Calkins & Holden, Inc., New York
Parker-Kalon Corp.	New York	Metal Screws	Rickard & Co., New York
Chilean Nitrate of Soda Educational Bureau	New York	Nitrate of Soda	The Corman Co., New York

Largest Afternoon Circulation In the South!

The Memphis Press-Scimitar has more *city* circulation—and more *suburban* circulation—than any other Memphis daily newspaper.

The Press-Scimitar leads in daily local display advertising and leads in total volume of daily advertising.

Daily average circulation of the Press-Scimitar since the consolidation, November, 1926, to April 1, 1927, is—

93,562

No other newspaper in the entire South has so large a proportion of its circulation delivered by regular city carriers as has the Memphis Press-Scimitar — now the first daily newspaper in Memphis.

The Press-Scimitar

A Scripps-Howard Newspaper

MEMPHIS, TENN.

National Representatives: Allied Newspapers, Inc., 250 Park Ave., New York

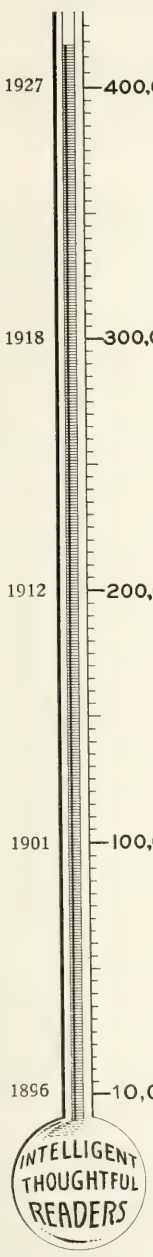
Chicago Cleveland Detroit San Francisco Seattle Los Angeles

Advertising & Selling · The NEWS DIGEST · Issue of April 6, 1927

CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS (*Continued*)

Name	*Address*	*Product*	*Now Advertising Through*
*Freed-Eisemann Radio Corp.	Brooklyn, N. Y.	Turbax Electric Washing Machine	United Adv. Agcy., New York
The Socony Burner Corp.	New York	Socony Oil Burners	Patterson-Andress Co., Inc., New York
The Slack, Rasnick Co.	New York	Furniture	The Arthur Hirshon Co., Inc., New York
The Bankers Trust Co.	Knoxville, Tenn.	Finance	Edwin Bird Wilson, Inc., New York
The Diamond Bottling Corp.	Waterbury, Conn.	Diamond Ginger Ale	Reimers & Osborn, Inc., New York
Charles H. Webb & Co., Textile Division	Philadelphia	Canvas Goods	McLain-Simpers Organization, Philadelphia
The Evaporated Milk Ass'n.	Chicago	Evaporated Milk	Gardner Adv. Co., St. Louis
Stormfeltz-Loveley Co.	Detroit	Real Estate	Grenell Adv. Agency, Detroit
Mills Chemical Co.	Girard, Kan.	Soap	Turner-Wagener Co., Chicago
Clark Lumber Co.	Newark, N. J.	Lumber	Joseph E. Hanson Co., Newark
Leonardo Co., Inc.	New York	Liv-Dine Tables	Brown Adv. Agency, Inc., New York
David Mann Furniture Co., Inc.	New York	Furniture	Brown Adv. Agency, Inc., New York
Christman Piano Co., Inc.	New York	Pianos	Brown Adv. Agency, Inc., New York
American Trust Co.	Charlotte, N. C.	Finance	Charles W. Hoyt Co., Inc., Winston-Salem, N. C.
The Shoe Tred Corp.	Boston, Mass.	Wescott Soles	O'Connell-Ingalls Adv. Agency, Boston
Young & Griffin Coffee Co.	New York	Franco-American Coffee	The Harry Porter Co., New York
Emil J. Paidar Co.	Chicago	Beauty and Barber Shop Equipment	Hurja-Johnson-Huwen, Inc., Chicago
The M. S. Co.	Attleboro, Mass.	Bracelets	G. S. Standish Adv. Agency, Providence, R. I.
The Little Brown Jug, Inc.	Reading, Pa.	Insecticide	Robert H. Dippy, Philadelphia
The Old Virginia Brick Co.	Salem, Va.	Old Colonial Brick	Tuthill Adv. Agency, Inc., New York
American Storage Battery Co.	Boston	Batteries	Glaser & Marks, Inc., Boston
The Standard Sanitary Mfg. Co.	Pittsburgh, Pa.	Standard Plumbing Fixtures	Porter-Eastman-Byrne Co., Inc., Chicago
Joseph H. Dodson, Inc.	Kankakee, Ill.	Bird Houses	Hurja-Johnson-Huwen, Inc., Chicago
The Blue Bird Diamond Syndicate.	Chicago	Diamond Rings	Campbell-Ewald Co., Chicago
The Health-O Quality Products Co.	Cincinnati	Groceries and Toilet Specialties	Campbell-Ewald Co., Detroit
The Federal Motor Truck Co.	Detroit	Motor Trucks	Walker & Co., Detroit
R. & H. Simon Co.	New York	Dress Goods	Bolland-McNary, New York
The Taylor Co.	Hammondsport, N. Y.	Grape Juice	Reimers & Osborn, Inc., New York
General Typewriter Exchange	New York	Gold Standard Remanufactured Typewriters	LaPorte & Austin, Inc., New York
J. F. Ryan & Co.	New York	Office Equipment	LaPorte & Austin, Inc., New York
Southern Toy Co.	Hickory, N. C.	Toys	The Bennett-Williams Co., Inc., High Point, N. C.
Allen Air Turbine Co.	Detroit	Ventilators	Whipple & Black, Inc., Detroit
Sparks-Withington Co.	Jackson, Mich.	Sparton Radios and Motor Car Horns	Brooke, Smith & French, Inc., Detroit
The Homer-Alden Co.	No. Attleboro, Mass.	Arch Supporters	Granville Standish Adv. Agency, Providence, R. I.
The Viscose Co.	New York	Rayon Yarn	N. W. Ayer & Son, New York
The W. A. Hathway Co.	New York	Furniture	F. J. Ross Co., New York
The Metropolitan Securities Corp.	Chicago	Finance	Wm. H. Rankin Co., New York
The Treasure Chest	Asheville, N. C.	Gifts	E. G. Stellings Co., Wilmington, N. C.
The Apinol Corporation	Wilmington, N. C.	Antiseptic	E. G. Stellings Co., Wilmington, N. C.
Interstate Hotels Co.	Raleigh, N. C.	Hotel System	E. G. Stellings Co., Wilmington, N. C.
The Astyptodyne Chemical Co.	Wilmington, N. C.	Antiseptic	E. G. Stellings Co., Wilmington, N. C.
Bernard Schwartz Cigar Corp.	Detroit	R. G. Dun Cigars	Harry Atkinson, Inc., Chicago
Central Adirondack Hotel Ass'n.	Utica, N. Y.	Hotels	Fred D. Stevens, Utica, N. Y.
The Netherland	New York	Apartment Hotel	Ray D. Lillibridge, Inc., New York
Norwalk Tire & Rubber Co.	Norwalk, Conn.	Automobile Accessories	LaPorte & Austin, Inc., New York
Pollard-Alling Mfg. Co.	New York	Addressing and Mailing Equipment	LaPorte & Austin, Inc., New York

*The Paul Cornell Co., Inc., New York, continues to handle the advertising of Freed-Eisemann radios.



Vindicating Newspaper Readers

THE steady, continuing growth of the circulation of The New York Times is a vindication of the newspaper reading public; and an answer to the question "Is this a jazz age also for newspapers?"

The increasing circulation of The Times, strictly a newspaper, refutes pessimists who think that there is a diminishing interest in accurate, full information of what is going on in the world.

The New York Times is designed for intelligent, thoughtful people—a newspaper with dependable news, impartial and non-partisan—surpassing and excelling all others that are in any way to be compared with it.

414,990

Average Daily and Sunday Sales
a new high record for The New York Times

This total of 414,990 has never been equaled or approached by a newspaper of quality circulation, morning or evening, in the City of New York or anywhere else in the world.

NET PAID SALE AVERAGE DAILY AND SUNDAY
as reported to the Post Office Department March 31, 1927.

Average for six months ended March 31, 1927		414,990
Average for six months ended March 31, 1926		392,695
Average daily and Sunday gain in one year		22,295
	Daily Average	Sunday Average
Net paid sale	375,249	653,437
Gain over average of preceding year	*18,778	*43,396

*Of the gain in the daily sale 83 per cent., or 15,570 copies, was in New York City and suburbs; of the gain in the Sunday sale 72 per cent., or 31,210 copies, was in city and suburbs.

The New York Time

"All the News That's Fit to Print"

Newsdealers cannot return unsold copies of The New York Times. Consequently they are able to supply only the regular steady demand. To be sure of a copy make your reservation in advance from your newsdealer.

Advertising & Selling · The NEWS DIGEST · Issue of April 6, 1927

NEW ADVERTISING AGENCIES AND SERVICES, ETC.

The Kleppner Co., Inc.	113 West 42d St., New York	Advertising	Otto Kleppner
The Samuel Shefferman Agency	1 South Howard St., Baltimore, Md.	Advertising	S. Shefferman and M. Shefferman
Miller Adv. Co.	Chicago	Advertising	Fred K. Miller
E. Hans Krause	12 West 31st St., New York	Art Studio	E. Hans Krause
Gale & Pietch	Chicago	Advertising	A. L. Gale and W. G. Pietch

NEW PUBLICATIONS

Name	*Published by*	*Address*	*First Issue*	*Issuance*	*Page Type Size*
The Magazine Advertiser	The Magazine Advertiser, Inc.	11 Waverly Place, New York	March	Monthly	5½ x 8

PUBLICATION CHANGES AND APPOINTMENTS

The American Druggist, New York	Has been purchased by William Randolph Hearst. The July issue will be the first one published under the new ownership.
Monrovia, Cal., Messenger	Has suspended publication. Its circulation lists have been taken over by the News, Monrovia, Cal.
Current History Magazine, New York	Has appointed T. F. Magrane, Boston, as its New England advertiing representative.
Courier, Grants Pass, Oregon	Has appointed M. C. Mogensen & Co., Inc., San Francisco, as its national advertising representative.
The Morning Journal, East St. Louis, Mo., a morning paper	Has suspended publication. This in no way affects the afternoon paper, the East St. Louis Journal.
Post-Tribune, Jefferson City, Mo.	Have appointed Scheerer, Inc., New York and Chicago, as its national advertising representative.

MISCELLANEOUS

The Bingham Co., Philadelphia, direct mail advertising	Has opened a New York office under the direction of F. S. Goodspeed at 349 Broadway
Syverson-Kelley, Inc., Spokane, Wash., Advertising Agency	Has become affiliated with K. L. Hamman Advertising, Inc.
M. C. Mogensen & Co., Inc., Newspaper Representatives	Have opened an office in Portland, Ore., at 446 Morrison St. M. R. Mackey is manager.
Myers-Beeson-Golden, Inc., New York Advertising Agency	Name changed to Myers & Golden, Inc.
The J. C. Black Printing & Publishing Co., Chattanooga, Tenn.	Name changed to the Eagle Printing Co.
The Bedford Adv. Agcy., Inc., Brooklyn, N. Y.	Has opened a New York City office at 55 West 42nd St.

CHANGES IN ADDRESSES

Advertising Agencies and Services, Publications, etc.

Name	*Business*	*From*	*To*
A. M. Stockman Adv. Agency	Advertising	127 Duane St., New York	20 Vesey St., New York
The Oil and Gas Journal, Advertising and Editorial Offices	Publication	30 Church St., New York	101 Park Ave., New York
Frank M. Comrie Co.	Advertising	Straus Bldg., Chicago	The Tribune Tower, Chicago
W. I. Tracy, Inc.	Advertising	270 Madison Ave., New York	Graybar Bldg., 420 Lexington Ave., New York
The Audit Bureau of Circulations	Circulation Audits	Century Bldg., Chicago	Builders Bldg., Chicago
Arthur Henry Co.	Direct Mail	1482 Broadway, New York	40 East 49th St., New York
The Shelmar Products Co.	Printing	Milwaukee, Wis.	5301 West 65th St., Chicago
The Bergen Adv. Co.	Advertising	Carleton Bldg., St. Louis, Mo.	Pennant Bldg., Locust and Washington St., St. Louis
Harry Atkinson, Inc.	Advertising	322 So. State St., Chciago	Wrigley Bldg., 410 No. Michigan Ave., Chicago
Patterson-Andress Co., Inc.	Advertising	1 Madison Ave., New York	244 Madison Ave., New York



It's the same
D & C Duchess

DILL & COLLINS CO'S.
Distributers

ATLANTA—The Chatfield & Woods Co.
BALTIMORE—The Baxter Paper Company
BOSTON—John Carter & Co., Inc.
BUFFALO—The Union Paper & Twine Co.
CHICAGO—The Paper Mills Company
CHICAGO—Swigart Paper Company
CINCINNATI—The Chatfield & Woods Co.
CLEVELAND—The Union Paper & Twine Co.
COLUMBUS, OHIO—Scioto Paper Co.
CONCORD, N. H.—John Carter & Co., Inc.
DES MOINES—Carpenter Paper Company
DETROIT—The Union Paper & Twine Co.
GREENSBORO, N. C.—Dillard Paper Co., Inc.
HARTFORD—John Carter & Co. ,Inc.
HOUSTON, TEX.—The Paper Supply Co.
INDIANAPOLIS—C. P. Lesh Paper Company
JACKSONVILLE—Knight Bros. Paper Co.
KANSAS CITY—Bermingham & Prosser Co.
LOS ANGELES—Blake, Moffitt & Towne
MILWAUKEE—The E. A. Bouer Company
MINNEAPOLIS—Minneapolis Paper Co.
NEW YORK CITY—Marquardt, Blake & Decker, Inc.
NEW YORK CITY—Miller & Wright Paper Co.
NEW YORK CITY—M. & F. Schlosser
OMAHA—Carpenter Paper Co.
PHILADELPHIA—The Thomas W. Price Co.
PHILADELPHIA—Raymond & McNutt Co.
PHILADELPHIA—Riegel & Co., Inc.
PITTSBURGH—The Chatfield & Woods Co.
PORTLAND, ORE.—Carter, Rice & Co.
PROVIDENCE—John Carter & Co., Inc.
RICHMOND—Virginia Paper Co.
ROCHESTER, N. Y.—Geo. E. Doyle Company
SAN ANTONIO, TEX.—San Antonio Paper Co.
SEATTLE, WASH.—Carter, Rice & Co.
ST. LOUIS—Acme Paper Company
ST. PAUL—E. J. Stilwell Paper Co.
SALT LAKE CITY—Carpenter Paper Co.
SAN FRANCISCO—Blake, Moffitt & Towne
SAN FRANCISCO—General Paper Co.
SPRINGFIELD, MASS.—John Carter & Co., Inc.
TACOMA—Tacoma Paper & Stationery Co.
TAMPA—Knight Brothers Paper Co.
WASHINGTON, D. C.—Virginia Paper Co.

THE WHITE COMPANY, twenty years and more ago, were known for requiring as high a standard in their printing as in the fine cars they sold. In our files is a beautiful specimen whose cover is Duchess.

Edward Stern & Company, fine printers for an equally long period, just completed the book on Gimbel's new Office Building. Not only the cover but the inside pages as well are on Duchess. Good workmen have always appreciated good tools and materials.

The D & C line of papers has always been complete in meeting the printer's requirements. New colors, like Nileen Green and Coraline Red in Duchess, have been added whenever they improved the color possibilities. If you are not familiar with all the D & C papers ask your paper distributer to tell you the story of the D & C complete line.

DILL & COLLINS
Master Makers D TRADE MARK *of Printing Papers*
PHILADELPHIA

MILWAUKEE—First City in Diversity of Industry!



$50,000,000 For New Milwaukee Homes!

MILWAUKEE'S prosperity—always consistent—is climbing to new high records. More than 5,800 families plan to build or buy new homes this year, according to the 1927 Consumer Analysis of Greater Milwaukee. This means that approximately $50,000,000 will be spent for building materials and construction alone. Many additional millions will be spent for furnishing and decorating these new homes.

Grasp this unusual sales opportunity! Like the exclusive Milwaukee Journal advertisers listed on this page, you, too, can sell a maximum volume of equipment in Milwaukee, through one paper, at the lowest advertising cost per sale. The Journal, read in more than four out of every five Milwaukee homes, is the only newspaper needed to thoroughly cover this rich and stable metropolitan city.

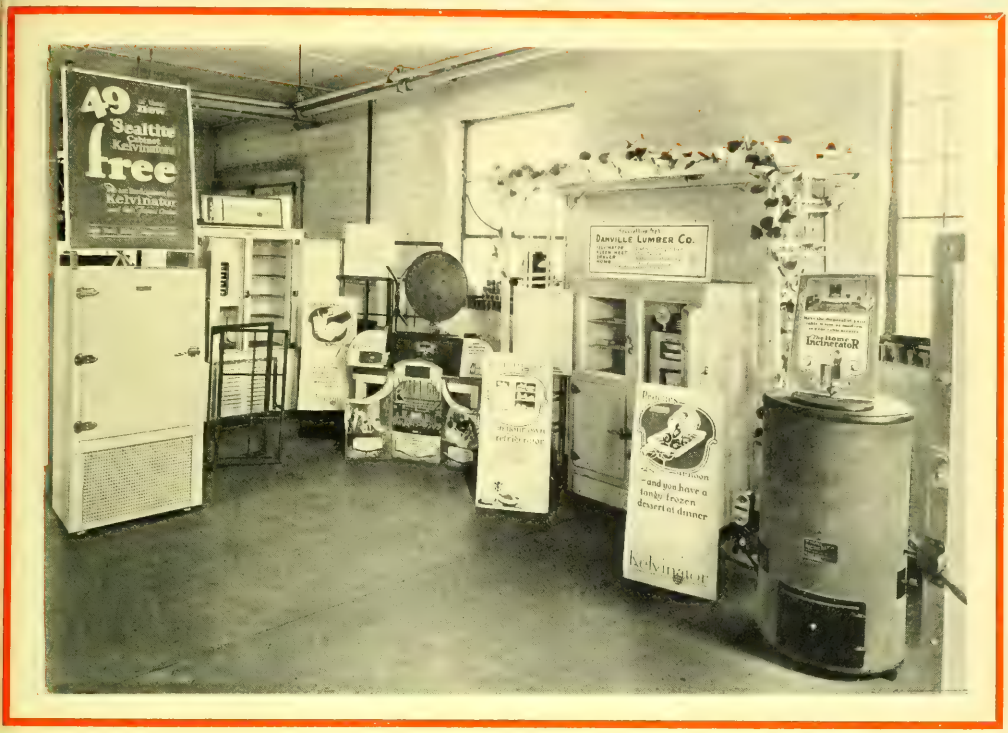
Exclusive 1926 Building Material Advertisers!

Automatic Oil Co.
American Nokol Co.
American Radiator Co.
Barrett Roofing Co.
Berry Bros. Paint Co.
Boston Varnish Co.
Bradley-Vrooman Paint Co.
The Celotex Co.
C. F. Church Mfg. Co.
Crane Co.
E. I. Du Pont de Nemours Co.
Johns-Manville Co.
Marquette Cement Co.
May Oil Burner Co.
Monarch Metal Products Co.
Northern Machine Co.
Pascoe Oil Burner Co.
Republic Paint & Varnish Co.
Pittsburgh Plate Glass Co.
Velumina Paint
Water Spar Varnish
Southern Pine Association
Wayne Oil Burner Co.
Weil-McLain Co.
Wood Conversion Co.
Wolverine Heater Co.
Wright Rubber Products Co.

THE MILWAUKEE JOURNAL

FIRST BY MERIT

WISCONSIN—First State in Value of Dairy Products!



$75,000 in home appliances

This year The Danville Lumber Co., a building supply dealer, will sell more than $75,000 worth of home appliances. In building their business these people have discovered that their primary function is to merchandise; that they must have display rooms and salesmen for both inside and outside selling. They further discovered that they must not only sell products such as brick, cement, lumber, etc., but that they must sell most of the products that go into the construction and maintenance of homes.

In most of the key cities of this country you will find established and successful firms who are merchandising the products used in building and the maintenance of buildings. These firms are invariably known as building supply dealers and they represent the logical and largest outlet for the thousand and one things that enter into every building program.

If your product is one used in any process of building, ask us to tell you of these building supply dealers and the opportunity they offer as a retail outlet.

BUILDING SUPPLY NEWS

"Edited for the Merchant of the Building Industry"

407 South Dearborn Street, CHICAGO
Member: A. B. C. and A. B. P.

NEW YORK CLEVELAND

NEWS and comment about The Chicago Tribune, *zone marketing and advertising, prepared by the* Chicago Tribune *Business Survey.*

The Million Dollar Class.....Elbow Room .....Hairpins, Combs, Corsets..... Women....An Untouched City of a Million

World's Greates Newspaper



TRIBUNE TOWER

With the extension of Michigan Avenue across Chicago river, Chicago's finest architectural development began. Towers of stone and steel, the newest symbols of Chicago's progress, are set almost beside the antiquated houses erected in the seventies, just after the fire.

The Million Dollar Class and The Tribune

TWENTY-THREE advertisers among some 300 listed by the bureau of advertising of the A.N.P.A. each spent a million dollars or more in newspapers in 1926. Twenty out of the 23 spent more for advertising in The Tribune than in any other Chicago newspaper.

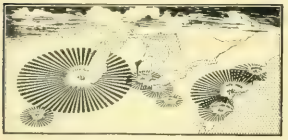
Several spent more in The Tribune than in all other Chicago newspapers combined. This is not recorded in a boastful spirit. We hope simply to show how important The Chicago Tribune is considered in the advertising of manufacturers who have built up enormous successes through advertising.

All but one of the 23 advertisers used The Tribune. The one exception is now in The Tribune, carrying a large program of advertising in 1927. The Tribune's leadership covered various lines—automobiles, food, drug, publishers, gasoline, tobacco, and household utilities. A gum, a soap, and a drug account were the three in which The Tribune did not lead.

The Chicago Tribune has helped to build business for nearly all of the big national advertisers.

* * *

Chicago rubs elbows with no other metropolis



OF all the world's main markets, Chicago alone commands an independent dominion of far-flung influence—a vast trade empire without a neighboring metropolitan rival. Southward, the nearest big city is St. Louis—284 miles away. Eastward lies Detroit—272 miles away.

New York, in its proud place as first city, finds Philadelphia, third metropolis, less than 100 miles away. Manhattan encounters a net work of self-sufficient cities until its radius reaches the rim of Boston's domain. Philadelphia confronts Baltimore; Detroit shares its sovereignty with Cleveland.

Born without boundaries, alone in its greatness, the course of Chicago's empire lies westward to the Rocky Mountains and southward to the Gulf. In every direction this titan of trade can enlarge its influence to the fullness of its destiny as the master market of America.

* * *

By Frank Finney

President of Street and Finney Agency

"I was talking to a big national advertiser the other day. He has been advertising in the magazines for 25 years and is being constantly surprised to learn how many people there are who have never heard of his product.

"Those people would have heard about it had he told his story in the newspapers."

* * *

Hairpins, Combs, Corsets

HARPER LEECH, Tribune staff writer on economics and labor problems, has had a formidable background for his work . . . . . Before coming to The Tribune, Leech had been at various times reporter, Washington correspondent, managing-editor and publisher . . . . . The Tribune has just published an interesting booklet reprinting more than a score of Harper Leech's best stories . . . . . He goes far and wide for his material . . . . . Makers of Hairpins and Combs Survive the Bobber . . . . . Corsets Vanish, You say? Not by $77,-214,839 . . . . . The Five Day Week as a Social Fetish . . . . . Harper Leech's booklet will be gladly sent to you free of charge . . . . . Write for it on your business stationery.



Harper Leech

Studebaker 115,755; Hupmobile 106,429

TWO national advertisers, Studebaker and Hupmobile, used more than 100,000 lines of advertising in The Chicago Tribune last year. Three other automobile companies, Chrysler, Nash and Buick, used between 75,000 and 100,000 lines. Eight advertisers used from 50,000 to 75,000 lines. They were the American Tobacco Company, Dodge, General Cigar Company, Hudson-Essex, Oakland-Pontiac, Paige, Reynolds Tobacco Company, and Willys-Overland. Nineteen other national advertisers used between 25,000 and 50,000 agate lines of advertising in The Tribune in 1926.

* * *



THIS design won the first prize for six-room houses in The Tribune's $7,500 homes competition. 848 designs were sent in. The contest and the publication of designs in The Tribune has stimulated home building in The Chicago Territory. Plans and specifications of the three leading prize designs were offered for $1 each at The Tribune's Public Service Office. Within a few days more than 2,000 plans had been purchased.

* * *

The Sunday Tribune is known throughout the entire country for its circulation and influence in 5 states. And yet right at home, in Chicago and suburbs, The Sunday Tribune reaches a "city of a million people" not touched by any other newspaper. Note the figures:

	City and Suburban Circulation
Chicago Sunday Tribune	*748,517*
Chicago American (evening)	*519,000*
Chicago Daily News (evening)	*420,895*
Sunday Herald and Examiner	*485,688*
Excess of Tribune over American	*229,517*
Excess of Tribune over News	*327,622*
Excess of Tribune over Herald and Examiner	*262,829*

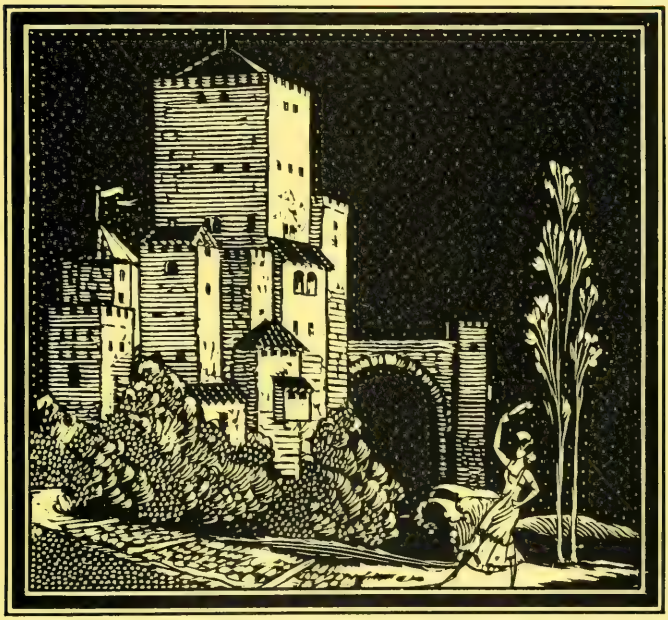
Multiply the amount of excess circulation by the government figure for an average family and get the number of persons served by The Tribune and not reached by any other newspaper.

It is equivalent to a city of a million people.

In Two Sections—Section One

Advertising & Selling

PUBLISHED FORTNIGHTLY



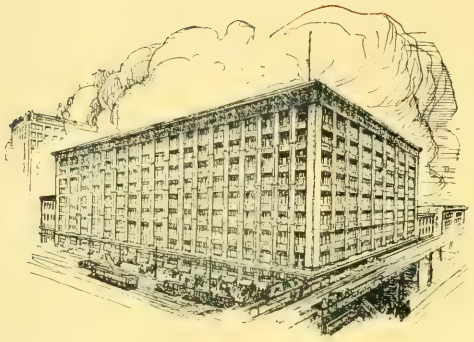
Drawn by Guido and Lawrence Rosa

APRIL 20, 1927 15 CENTS A COPY

In this issue:

"Tomorrow's Business and the Stream of Life" By Robert R. Updegraff; "How Black Is Mr. Borsodi's Devil?" By Kenneth M. Goode; "Random Recollections of a Publisher" By John Adams Thayer; "A Catalogue of Contest Ideas" By Edgar Paul Hermann; "The News Digest" on Page 82

The greatest volume of advertising ever placed by a Chicago store in ONE NEWSPAPER



IT IS frequently said in merchandising circles that The Davis Company is the fastest growing store in Chicago.

In the year 1926 The Davis Company placed 1,254,028 agate lines of advertising in The Daily News—the greatest amount ever placed in one newspaper, in a like period, by any single Chicago advertiser. This amount was greater than the total advertising of The Davis Company in all other Chicago newspapers in the year 1926.

The accompanying letter from The Davis Company tells how they have made use of space in The Daily News to achieve a most remarkable success in department store operation.

It offers guidance to all who are interested in promoting the rapid growth of business through efficient advertising in Chicago.

THE DAVIS COMPANY
Chicago

Mr. L. M. Barton,
Advertising Manager, The Chicago Daily News,
Chicago, Illinois.

Dear Sir:

It is hardly necessary to say that we are exceedingly gratified by the growth of our business during the past year. This development has been marked not only by sales figures but by a great increase in the number of people coming into the store.

There are, of course, many factors in this success. We can not minimize the importance of our "Bottom Prices Guaranteed" policy. It is becoming more and more widely known that quality for quality we will not be undersold. We have made many improvements in our organization and facilities. We have added substantially to our store space and have greatly improved our service.

The Daily News has been the principal medium for our advertising. Our opinion of the efficiency of The Daily News as a business builder is best indicated by the amount of its space we have used.

Yours very truly,

Arthur Davis

President.

In 1926 38.39% of all the department store lineage used in Chicago papers, daily and Sunday, appeared in The Daily News—more than twice the volume any other daily or Sunday paper carried.

THE CHICAGO DAILY NEWS

FIRST IN CHICAGO

Member of The 100,000 Group of American Cities

Advertising Representatives:	NEW YORK J. B. Woodward 110 E. 42d St.	CHICAGO Woodward & Kelly 360 N. Michigan Ave.	DETROIT Woodward & Kelly Fine Arts Building	SAN FRANCISCO C. Geo. Krogness 253 First National Bank Bldg.

Average Daily Net Paid Circulation for March, 1927, 440,448

Published every other Wednesday by Advertising Fortnightly, Inc., 9 East 38th St., New York, N. Y. Subscription price $3.00 per year. Volume 8. No. 13. Entered as second class matter May 7, 1923 at Post Office at New York under Act of March 3, 1879.



Sweet Alkaline

¶ That disagreeable thing called "acidosis" hasn't much chance in New York where thousands of wise New Yorkers have learned to combat it with Nedick's famous orange drink.

¶ Sweet, tree-ripened oranges give Nedick's a definite alkaline reaction which helps to rout the most persistent acidity.

N. B.—To keep the family healthy and happy, take home a *container* of Nedick's now and then.

Nedick's
THIRST-STATIONS
© 1927 NEDICK'S



20,000,000 gold mines

¶ 20,000,000 oranges give their fragrant juice to Nedick's famous drink each year. Turned to gold by tropic suns, each orange is a rich mine of health-building minerals — iron, potassium and calcium; silicon, sulphur and sodium — as well as vitamines and valuable fruit salts.

¶ That explains, perhaps, why chronic health-seekers make Nedick's a daily habit.

Nedick's
THIRST-STATIONS
© 1927 NEDICK'S



aged in the woods

¶ Because the oranges used are allowed to ripen in their native groves, each glass of Nedick's contains the maximum of health-giving vitamins and fruit salts.

¶ And because Nedick's famous Orange Drink is made daily, each glass boasts the fragrant flavor that has yet to be equaled for uniformity among all fresh-fruit drinks.

Nedick's
THIRST-STATIONS
© 1926 NEDICK'S

Facts need never be dull

THIS agency was one of the first to adopt the policy of "Facts first—then Advertising."* And it has earned an unusual reputation for sound work.

Yet this organization does not, nor has it ever, confused "soundness" with "dullness." It accepts the challenge that successful advertising must compete in interest, not only with other advertising, but with the absorbing reading matter which fills our present-day publications.

We shall be glad to send interested executives several notable examples of advertising that have lifted difficult subjects out of the welter of mediocrity.

* Trade Mark Reg.

JOSEPH RICHARDS COMPANY, INC., 253 Park Ave., New York

RICHARDS

FACTS FIRST — THEN ADVERTISING

Confidence

And The Lost 500,000

More than half a million lines of advertising could have been added to The News' total of 18,272,586 lines for 1926 (six issues a week) if we had been willing to relax the censorship that has protected News readers and News advertisers for 57 years.

We might have gained a million and a third lines of national advertising last year instead of 901,419—for most of the half million lines ruled out or rejected were in the national classification.

But that half million lines, available but not accepted, was not lost. It does not show in the total, but it was not lost.

The News has never been willing to take today's dollar and forfeit the good will upon which tomorrow's hundreds will be based.

The News holds the confidence of its readers as something priceless.

Advertisers get remarkable results from The News, for an advertisement in The News goes into the home with much of the character of the spoken recommendation of a friend.



The Indianapolis Radius

is Indianapolis and Central Indiana, a territory extending 75 miles in all directions and dominated by the circulation of the Indianapolis News—Population 2,000,000—Unexcelled transportation facilities—High standards of buying and living.

The Indianapolis News

FRANK T. CARROLL, *Advertising Director*

New York Office, Dan A. Carroll
110 E. 42d Street

Chicago Office, J. E. Lutz
The Tower Bldg.

Everybody's Business

By Floyd W. Parsons

The Materialism Outcry—

WHY all of this furore about the evils of materialism? Life is like an automobile coasting downhill with the brakes out of commission. Stopping is out of the question, so all one can do is sit tight and try to guide the runaway. Materialism is here to stay and it is far better than the superstitions and half-baked theories of yesterday. Because it emanates from the head is no reason it is lacking in heart. In fact, we would be quite lost today if it were not for this great force which demands that we give first consideration to life's realities.

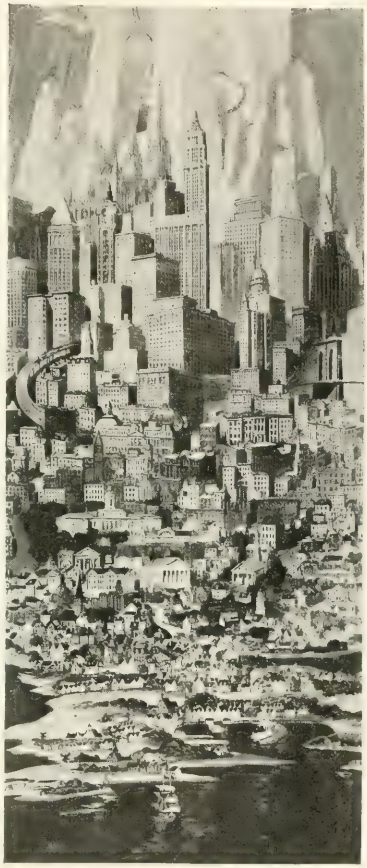
It reminds me of the class in arithmetic in a rural school. The young teacher from the city propounded this question to the tow-headed daughter of a farmer: "If there are 10 sheep on one side of a wall, and one jumps over, how many sheep will be left?"

"No sheep, teacher; no sheep."

"Oh, but you're wrong!" said the teacher. "I'm sure you are not so stupid as that. Think again. If there were ten sheep on one side of the wall, and one jumped over, certainly nine sheep would be left. Don't you see that?"

"No, no!" persisted the child. "If one sheep jumped over, all the others would jump after. My father keeps sheep."

Then, seeing the puzzled look on the teacher's face, the little girl explained apologetically: "You know 'rithmetic, but I know sheep."



Courtesy John Wanamaker

The trouble with most of us is that we are trying to make life fit into the molds of yesterday rather than set ourselves earnestly to the task of shaping new patterns and making new rules to fit life as it is today. It is necessary that we face the startling truth that man is coming rapidly to the end of his present civilization. As nature measures the ticks of the clock of time it was just a little while ago when the ice retreated for the fourth time from our valleys leaving only the big trees of California and a type of human known as the Neanderthal man to bridge the era separating the past from the present.

This early kinsman succeeded in discovering fire, and passed his knowledge on to the Cro-Magnon man who struggled on for more than a hundred generations, finishing his work with the coming of the new stone age that ended 1500 years before the birth of Christ. In these early times man did not average one revolutionary discovery a century. He learned to count to ten and ages passed before he advanced any farther.

The coming of Christianity added impulse to the progress of civilization. Six centuries later, Mahomet was born, and the religion he established would probably have overrun the world had it not been for the defeat of the Saracens in the Battle of Tours in 732 A. D. Popular education started with Charlemagne early in the ninth century. A little later King Alfred first established schools in England. Then the hardy Norsemen discovered Greenland and probably sailed down along the eastern shore of America. Next came the Crusades which began in 1096, and this union of peoples in a common cause brought about an exchange of ideas for the first time among the nations of Europe.

While the introduction of metal type in 1450 made possible the wider dissemination of knowledge, there was still a pronounced reluctance on the part of humankind to take up with new thought and new customs. The theories of Copernicus with regard to planetary movements, and even Newton's presentation of the law of gravitation did not shake man out of his prolonged stupor. The fallacious ideas of Galen, who first carried on experiments in the dissection of apes and lower animals, were accepted without question for nearly 1300 years. Everyone was content to rely on the expressed beliefs handed down through the ages. The world practically stood still because it had not yet given birth to that most destructive and at the same time, constructive person, the scientific doubter.

It was Harvey who really brought about the declaration of independence on the part of human thought. He doubted the conclusions that man had accepted thoughtlessly for more than a thousand years and this resulted in his discovery of the circulation of the blood. A little later another great doubter appeared and Darwin gave us his "Origin of Species," a book which influenced human thought to a greater extent than any other except the Bible. So careful was Darwin in the exposition of his theory that it has become not only the working hypothesis of practically all biologists, but is accepted generally by the scientific world.

[CONTINUED ON PAGE 70]



Pay Attention to Matters of Importance

GOOD advice for up-and-coming young men in the day of Diogenes. An obvious but necessary business maxim for every successful man today.

Three thousand successful business men will meet on the second of May in Washington for a 4-day conference to consider *matters of importance*. President Coolidge and Secretary Hoover will head the program. Authorities will discuss manufacturing, merchandising, banking, distribution, civic development, agriculture, foreign commerce, insurance, natural resources, communication, transportation.

Matters of importance, these. In the Thirteenth Issue of Nation's Business, out May 15, they will be reported and interpreted. In addition to the 250,000 alert business men who regularly keep in touch with matters of importance through Nation's Business, an additional 50,000 will buy the Thirteenth Issue. Advertisers can get this bonus circulation at the regular rates if they act promptly.

Call or wire Washington or the nearest branch office.

NEW YORK
1400 Woolworth Bldg.

CHICAGO
1020 Metropolitan Bldg.

CLEVELAND
900 Keith Building

NATION'S BUSINESS

DETROIT
3-141 General Motors Bldg.

ATLANTA
704 Walton Building

SAN FRANCISCO
710 Hearst Building

MERLE THORPE, *Editor*

Published Monthly at Washington by the United States Chamber of Commerce

But—it is WORTH *the* EXPENSE



EVERY year manufacturers spend thousands of dollars to place Good Housekeeping "Tested and Approved" Seals on their products. Millions are used in label form as on the bottle shown here. Millions more are imprinted directly on cartons and wrappings. One manufacturer alone uses the Seal on fifty million (50,000,000) packages yearly.

It is the *acceptance* of Good Housekeeping's endorsement that makes this Seal so valuable to manufacturers.

"THERE is no doubt that you have several million women in this country sold on the Good Housekeeping Seal, and we are willing to continue, at quite a little expense, to put it on every package of "Jergens' Lotion."

—H. M. MANSS,
The Andrew Jergens Co.



The faith women have in Good Housekeeping is the basis of the Good Will, years and years in the building, that is given so freely to products advertised in its pages.

If you doubt, merely ask any woman whose opinion you respect: "What does Good Housekeeping mean to you?" Then you will know better why there are more products advertised in Good Housekeeping—more pages of advertising used—than in any other leading woman's magazine.

GOOD HOUSEKEEPING

BOSTON *CHICAGO* *NEW YORK* *SAN FRANCISCO*

THE ERICKSON COMPANY

Advertising

381 FOURTH AVENUE, NEW YORK

If you want to know about our work, watch the advertising of the following:

BON AMI
CONGOLEUM RUGS
VALSPAR VARNISH
GRINNELL SPRINKLERS
McCUTCHEON LINENS
PETER SCHUYLER CIGARS
ANSCO CAMERAS AND FILM
COLUMBIA WINDOW SHADES
ARCADIAN SULPHATE OF AMMONIA
TARVIA
DUZ
WOODTONE
HAVOLINE OIL
WALLACE SILVER
THE DICTAPHONE
BARRETT ROOFINGS
NAIRN INLAID LINOLEUM
COOPER HEWITT WORK-LIGHT
McKESSON & ROBBINS PHARMACEUTICALS
NEWSPAPER INSTITUTE OF AMERICA
PLYMOUTH BINDER TWINE
SEMET-SOLVAY COKE
TAVANNES WATCHES
INDIAN GASOLINE
BONDED FLOORS
NEW-SKIN

What we've done for others we can do for you.

Member of the American Association of Advertising Agencies
Member of the Audit Bureau of Circulations
Member of the National Outdoor Advertising Bureau

Typical Subscribers to The American Printer

The Roycrofters, East Aurora, N. Y.



When Elbert the first in 1915 bade farewell to the men and women of the Roycroft Shops he said: "Elbert Hubbard II will be your chief while I am away." The Fra went down on the Lusitania. The younger Hubbard took up the great work his father had started back in 1895, and the shops in East Aurora, together with the printing office, have never been so successfully managed and operated.

Says Elbert Hubbard II:

"Do I read THE AMERICAN PRINTER? Well, I not only read it myself but the whole gang makes good use of it. A copy comes to my desk and another one goes to the library in the Printing Department and is on display so that all of the boys can read it whenever they have the opportunity or urge. Every copy is well thumbed.

"I find THE AMERICAN PRINTER a great help in keeping in touch with what is going on in the printing world. Not only that, but it continually refreshes my mind on the history of printing. It helps us in the selection of materials, machinery, and every other aspect of the printing business.

"I consider that it is just about as essential to have THE AMERICAN PRINTER in our possession each month as it is to get a copy of cost sheets. Not only do I feel that way, but Cy Rosen, the Boss Printer of The Roycroft Shops, and his assistants, are equally enthusiastic."

Because of the high quality of its circulation and the recognized buying power of its subscribers, THE AMERICAN PRINTER is the logical medium for manufacturers who want to reach the printing industry.

The American Printer, Inc. **9 East Thirty-eighth Street, New York**



is vital!

and the Journal led in the first quarter of 1927 —carrying more than forty-four per cent of the *total food, grocery and beverage advertising* in all of Portland's newspapers!

First . . . !

IN LOCAL, NATIONAL AND TOTAL LINAGE, IN THIS MAJOR CLASSIFICATION.

Food, Groceries and Beverages
Linage First Quarter, 1927

JOURNAL	225,554
News	115,150
Oregonian	114,422
Telegram	47,194

The JOURNAL
Portland, Oregon

BENJAMIN & KENTNOR COMPANY — Special Representatives

Lake State B'k Bldg. CHICAGO
NEW YORK 2 W. 45th Street
LOS ANGELES 401 Van Nuys Bldg.
SAN FRANCISCO 58 Sutter Street
PHILADELPHIA 1524 Chestnut Street

1727



Reach the Buying Power in Michigan With These Booth Newspapers

MEASURED in terms of industry, agriculture, normality of business, living conditions or by any other standard, The Michigan Market is outstanding. Seventy-three per cent of the income taxpayers in the cities outside of the Detroit Area live in the Booth Newspaper territory.

With a combined net paid circulation of over 260,000 concentrated in these eight important centers, The Booth Newspapers offer a complete coverage of the buying power in this important market. Here is a market with ready money to buy and one that can be covered economically with one group of metropolitan newspapers.



Write any Booth newspaper for a copy of "The Michigan Market"

Grand Rapids Press — Saginaw News Courier — Jackson Citizen Patriot — Muskegon Chronicle

Flint Daily Journal — Kalamazoo Gazette — Bay City Times Tribune — Ann Arbor Times News

I. A. KLEIN, Eastern Representative, 50 East 42nd St., NEW YORK.

THE BOOTH PUBLISHING CO.

J. E. LUTZ, Western Representative 6 North Michigan Ave., CHICAGO.

Newspaper Advertising is *Market* Advertising

IT used to be the idea that advertising in a newspaper would cover only the city in which the newspaper is published.

Today, the newspaper serves not only its own city, but a vast outside territory which is tributary to the city itself, and which is accessible and closely related, principally because of good roads, bus lines and the almost universal ownership of automobiles.

Thus an entire market is covered by daily newspaper advertising rather than a city alone.

No advertising medium reaches as regularly and as effectively the homes of an individual market as the newspaper.

Hence, a market study, analysis and survey is always important and interesting in order that the fullest benefits may be derived from a newspaper campaign.

We are the national advertising representatives of twenty-four progressive newspapers located in prosperous and responsive markets.

We are at all times prepared—in conjunction with their respective service departments—to provide valuable and useful merchandising service and market reports that will assist the manufacturer of any commodity either in opening up the market or in extending distribution already under way.



THE JOHN BUDD COMPANY

National Advertising Representatives of Newspapers

New York Chicago St. Louis Atlanta
San Francisco Los Angeles Portland

New Times— New Conditions— New Needs—and a New

American Druggist

¶ *To manufacturers selling the drug trade*

¶ *To all buyers of space in media reaching the drug trade field*

AMERICAN DRUGGIST

The Pharmaceutical Business Paper

has been purchased by INTERNATIONAL PUBLICATIONS, INC.*

A new editorial policy to meet modern conditions with emphasis on reader interest.

A high standard of art work.

National paid circulation.

A large type page for display advertising.

New advertising rates are effective with the July issue.

The first issue under the new management will be July.

Full details from

AMERICAN DRUGGIST

119 West 40th Street, New York, N. Y.

**This organization is affiliated with the company which publishes such magazines as MoToR, Town and Country, Harper's Bazar, Cosmopolitan, Good Housekeeping.*

POWER

Devoted to the Power Problems of All Industries

Fred R. Low

Editor in Chief. Past President A.S.M.E., Past Member American Engineering Council, Chairman A.S.M.E., Boiler Code Committee, Chairman A.S.M.E. Power Test Code Committee, Author of several Engineering works, Member Nat. Assoc. Stationary Engineers—an outstanding figure in the industry. Editor of POWER for 37 years.

A. D. Blake

Associate Editor of POWER for 15 years. Graduate Mechanical Engineer, 3 years power plant construction experience—Member A.S.M.E., N.A.S.E., Member A.S.M.E., Sub-committee on Industrial Power.

C. H. Berry

Associate Editor. Formerly Assistant Professor Steam Engineering at Cornell, then Technical Engineer of Power Plants, Detroit Edison Company. Member A.S.M.E. Power Test Codes Committee, Chairman A.S.M.E. Sub-committee on Steam Turbines, Member American Refractories Institute.

F. A. Annett

Electrical Editor. Five years instructor in Electrical Engineering, five years in the design, construction and operation of electrical machinery, and eleven years on POWER Editorial staff. Member A.I.E.E., N.A.S.E. and Association Iron and Steel Elec. Engineers.

L. H. Morrison

Oil Engine Editor. Graduate Mechanical Engineer, 15 years experience in design, erection and operation of oil engines. Sec. Gas Power Section of A.S.M.E., Member N.A.S.E. Author authoritative works on oil engines.

P. W. Swain

Associate Editor. Graduate of both Yale and Syracuse. Instructor in Power Engineering at Yale for two years. Chairman Papers Committee of American Welding Society, Chairman Sub-committee on bibliography of feed water investigation, A.S.M.E. and N.E.L.A. Member N.A.S.E.

A. L. Cole

Three years of design experience, 8 years as chief engineer of a 15,000 kw. station. Specializes on boilers and powdered fuel. Member A.S.M.E.

Thomas Wilson

Western Editor. Graduate engineer, 20 years practical experience. Member A.S.M.E. and Western Soc. of Engineers. Member Executive Committee of Chicago Section A.S.M.E. Member N.A.S.E.

F. L. Beers

Copy Editor. Member of POWER Staff for 25 years to whose hands all copy must go for final check and approval.

These Men Make POWER

Published at 10th Ave. and 36th St., New York

"we have purchased—"

"IN the past year we have purchased and installed a refrigerating plant, two water heaters, a deep well pump and these of course, all need valves, fittings, thermostats and other operating plant devices. The writer used POWER for considerable information in the purchase of this equipment."

The chief engineer of a large department store in Pittsburgh shows you, in this little note, how he uses POWER to help him in his work.

A.B.P. A.B.C.

If you are seeking to cultivate the Buying Power in the power field, let us show you how POWER can help you—to analyze the market—to reach the influential men in that market.

POWER

A McGraw-Hill Publication

Out of Boston's total trading territory this 12-mile area contains:

74% of all department store package deliveries
61% of all grocery stores
60% of all hardware stores
57% of all drug stores
57% of all dry goods stores
55% of all furniture stores
46% of all auto dealers and garages



Draw a 12 mile circle

AROUND BOSTON -

Within this area lies Boston's key market, made up of over 1½ millions of people. Here is where successful retailers concentrate their advertising

HOW do you define the Boston market? On your New England sales map draw around Boston a circle with a radius of 12 miles.

In this area Boston department stores make 74 per cent of all their package deliveries. And the Clearing House Parcel Delivery, jointly employed by these stores, confines its operations entirely within this 12-mile area. Here a leading department store obtains 64 per cent of all its charge accounts.

Why? Because here in this 12-mile area live 1,567,000 people, the greatest concentration of people in New England. Here, too, is the greatest concentration of grocery stores, hardware stores, drug stores, dry goods stores, furniture stores, auto dealers and garages. This is the real Boston market.

WITHIN this 12-mile Clearing House Parcel Delivery area the Globe has the largest Sunday circulation of any newspaper in Boston. And here its daily circulation exceeds that of Sunday. This is the Globe's market.

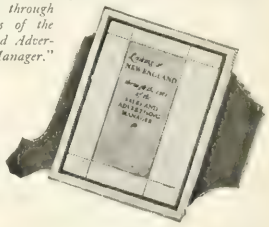
Because of the Globe's uniform seven-day concentration in this key market the Sunday Globe carries as much department store lineage as the other three Boston Sunday newspapers combined. And in the daily Globe the department stores use more space than in any other daily paper.

The Globe has gained this leadership because it appeals to *all classes* of Boston people without regard to race, creed or politics.

The Globe's appeal to men is based on its freedom from bias or favoritism in general news, editorials or sports. And its Household Department makes the Globe the daily counsellor and guide of New England women.

To put your advertising message before the people who make up Boston's Key Market you must use the Globe first.

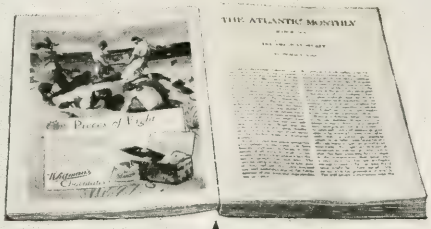
WE SHALL BE GLAD *to send you a detailed study of the Boston market. Write on your business letterhead for the new edition of our booklet, "Looking at New England through the Eyes of the Sales and Advertising Manager."*



The Boston Globe

The Globe sells *Boston*

Audited Net Paid Circulation for Year ending March 31, 1926 . . . . Daily 278,988 . . . . Sunday 325,324



The *stitched* binding does it

12 Points of Distinction in The Atlantic Monthly

III

OPENS EASILY— STAYS OPEN!

No need to jump on The Atlantic before reading, to keep the magazine from snapping shut when each page is turned.

Mere mechanical detail—but important, because it establishes the line of least resistance to each advertising page.

Circulation, 110,000
ABC Net Paid—Rebate-backed, Guaranteed.

AN ORIGINAL ATLANTIC FEATURE SINCE 1857

THE ATLANTIC MONTHLY

A Quality Group Magazine

8 Arlington Street Boston, Mass.

Advertising & Selling

VOLUME EIGHT—NUMBER THIRTEEN

April 20, 1927

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LAST May Robert R. Updegraff wrote for us "The New American Tempo," an article which so clearly crystallized the present state of American business that it was widely quoted and reprinted. In this issue appears a worthy companion article which we hereby call to the attention of all our readers: "Tomorrow's Business and the Stream of Life."

The present article is clear, graphic and thought-provoking. To read it is to understand better the present mood of America and to be prepared for the future. To the business man who faces a sagging sales curve, it will serve as a bracer; to the business man who feels too secure, it will serve as a warning.

M. C. ROBBINS, PRESIDENT
J. H. MOORE, *General Manager*
OFFICES: 9 EAST 38TH STREET, NEW YORK
Telephone: Caledonia 9770

NEW YORK:
F. K. KRETSCHMAR
CHESTER L. RICE

CHICAGO:
JUSTIN F. BARBOUR
Peoples Gas Bldg.; Wabash 4000

NEW ORLEANS:
H. H. MARSH
Mandeville, Louisiana

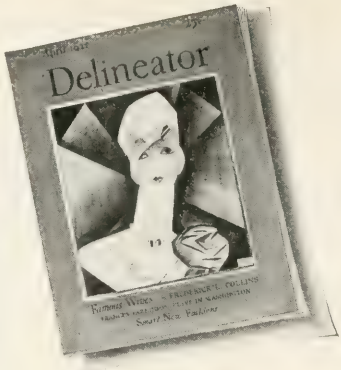
CLEVELAND:
A. E. LINDQUIST
405 Swetland Bldg.; Superior 1817

LONDON:
66 and 67 Shoe Lane, E. C. 4
Telephone Holborn 1900

Subscription Prices: U. S. A. $3.00 *a year. Canada* $3.50 *a year. Foreign* $4.00 *a year.* 15 *cents a copy*

Through purchase of *Advertising and Selling*, this publication absorbed *Profitable Advertising, Advertising News, Selling Magazine, The Business World, Trade Journal Advertiser* and *The Publishers Guide. Industrial Selling absorbed* 1925.

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The Delineator for April

carries these advertisements

The Delineator for April carries the following advertisements prepared by The H. K. McCann Company for its clients. For easy reference the respective pages are given below:

Page 70 Borden's Eagle Brand Condensed Milk (for cooking)

Page 77 Del Monte Vegetables

Page 86 Del Monte Canned Fruits

Page 93 "Vaseline" Petroleum Jelly

Page 98 Hawaiian Crushed and Sliced Pineapple

Page 100 Borden's Eagle Brand Condensed Milk (for infant feeding)

Page 111 Twenty Mule Team Borax

Page 113 Nujol

THE H. K. McCANN COMPANY

Advertising

NEW YORK CHICAGO CLEVELAND LOS ANGELES SAN FRANCISCO MONTREAL DENVER TORONTO

THE H. K. McCANN COMPANY TRUTH WELL TOLD ADVERTISING

APRIL 20, 1927

Advertising & Selling

FREDERICK C. KENDALL, *Editor*

Contributing Editors: EARNEST ELMO CALKINS ROBERT R. UPDEGRAFF MARSH K. POWERS
CHARLES AUSTIN BATES FLOYD W. PARSONS KENNETH M. GOODE G. LYNN SUMNER
N. S. GREENSFELDER JAMES M. CAMPBELL FRANK HOUGH, *Associate Editor*

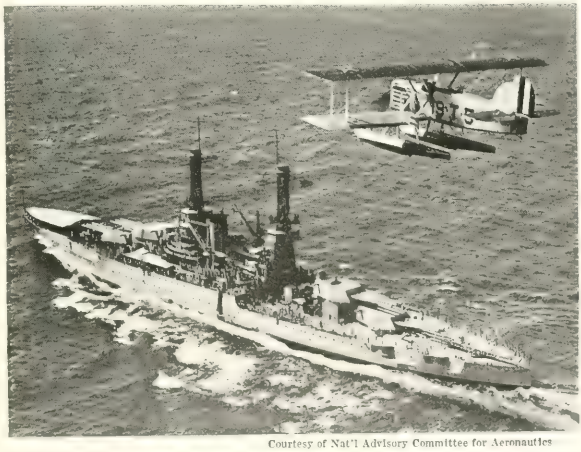
Tomorrow's Business and the Stream of Life

By Robert R. Updegraff

THE morning after his first night in a king's bed chamber at the Tuileries, to which he had come the day before acclaimed by the populace and at the head of a great procession, Napoleon remarked to Bourrienne, famous French diplomatist and biographer: "Bourrienne, to be at the Tuileries is not all. We must remain here."

Today many American business men face somewhat the same situation. They find that to have built a business is not enough: they must remain in it. This truth is becoming increasingly apparent to them as they watch the sales curves of this or that item or department slowly—or perhaps abruptly — flattening out. And in the next half dozen years it is likely to become apparent to many others who today feel no concern about the future because their sales curves are still climbing in a very satisfactory way.

Nor will this danger be confined to individual enterprises. Indeed, even now some whole industries are experiencing an alarming decrease in their sales, and men who for years have been bitter competitors are meeting and discussing their declining sales for the comfort they may derive from each other's misery.



Courtesy of Nat'l Advisory Committee for Aeronautics

WHEN the recent World War was at its height it was freely predicted that the effects would be far reaching. They have been. All departments of life were touched. The war demanded new techniques in living as well as in fighting, and people had to accustom themselves to conditions the influences of which remain. Such war-time developments as the perfection of the airplane altered existence in a physical way; such less material phenomena as the closely organized community life of 1917 and 1918, in a less obvious but none the less vital way, which the world of business must study with care

In some cases this condition can be traced directly to some new competition; in others the cause seems to be less sharply defined. The public simply seems to have grown indifferent.

Business competition is relatively easy to fight, but public indifference is quite another thing; and it can flatten the sales curve as effectually as the most aggressive competition. Indeed, it is the very passivity of indifference that makes it so difficult to deal with. That is what the English have found in coping with Gandhi's Swaraj party in India: its passive resistance worries the English more than any ag-

gressive military resistance possibly could. They know how to deal with the latter; there is no "dealing" with the former.

As one listens these days to the shop talk of business men, one is impressed with the extent to which public indifferences seem to be developing in America. Some of them are small and unimportant; others are large and disturbingly important to the men whose capital and business lives are involved. More than that, no one can tell what the public is going to become indifferent about next, with the sudden development of some new interest that takes people's time or fancy or money—or all three.

Of course, there is nothing new in all this; industries have gone to seed before. But in years gone by business men have had plenty of time to adjust themselves and it was their own fault if they were caught napping. Today changes are taking place so fast, and public interest is shifting in so many ways at the same time that business men must

[CONTINUED ON PAGE 44]

Mr. Wells' Portrait of an Advertising Agent

By Earnest Elmo Calkins

HOW Many advertising men, I wonder, have read "The World of William Clissold"? William's brother Dickon is by way of being an advertising agent, and this gives Wells the opportunity of displaying how much he knows about this new profession. Apparently he knows a lot.

Wells has built up his advertising man by borrowing from American models. No such example existed in England at the period he describes. Dickon's comments and observations have a decided cis-Atlantic flavor. He talks to his brother from time to time about his thoughts, which are far more plausible and natural than the average literary man's ideas of advertising:

"There's no money in anything until people have been told about it," he says.

Speaking of the extension of strongly organized big business into what were then the trades and occupations of a great multitude of independent individuals, he observes, "Nobody has yet succeeded, for example, in replacing the small baker, and cheese remains, like art, above all standardization."

And again:

"Fishmongering and fruit selling were still far from any syndication."

Here in this country he would find all four of his impossibilities realized. We have our chain bakers, Kraft has certainly standardized cheese, whether it is still an art or not, and the fishmongers and fruit growers are among the most successful cooperative advertisers.

He, Dickon, invented two words, *advertisand*, to designate the article advertised, and *advertisee*, the ultimate consumer to whom advertising is directed. He declared it was possible to print a newspaper advertisement so big that it was totally invisible. People would not read type that was visible three yards away. Their eyes went through the gaps. He was far in advance of the times in perceiving that an advertisement should not be a bore; the advertisers of those days sought strenuously to bore. Of course they succeeded.

"The typical trade paper advertisers," he says, "want to sell their stuff to the man behind the counter, and not to the public; they are on his side against his big enemies (that is, nationally advertised goods), and they expect him to pit his personal recommendation against the pervading public advertisement. The retailer's trade paper is in fact not advertisement properly speaking at all, but anti-advertisement."

"And as the groupings of shops into big centralized stores," says William, "which my father had done so much to promote, went on, Dickon became more keen on what he called bringing the shop window into the morning paper." That last phrase sounds like our stuff.

"The lax and incidental student of pure science," he continues, "became the enthusiastic specialist in marketing, an active force in that change of scale in distributing methods which is one of the most striking aspects of my immediate work." William himself was a large industrial promoter. And again of his brother he says: "He began to think of advertising less and less as an adventure, and more and more as an integral social function, with obligations and standards of its own."

And Dickon himself became quite concerned about the need of honesty in advertising, quite exercised over the heartless falsehoods of the patent medicine vendors. He exclaims:

"The advertising world has to sacrifice its black sheep. *Has* to! Advertisement, Billy, is too big a thing for lying—too big a thing. Much too big a thing. It's the web of the modern life; it's the call of the flock. For most people, flat statement in advertisement is warranty, absolute warranty. And it ought to be. They take it as they take the news, Billy, in the adjacent columns. The voice of print, Billy, is the voice of God. To them it is. And it's up to us to see they get it divine and true."

He's Good Because He's Bad

Some Things You Might Like to Know About an Advertising Villain

By Ralph McKinley

THE Hartford Fire Insurance Company's hellion is a nationally known villain. He is one of the most repulsive and most popular advertising creations of his time.

This sinister figure has been stalking across the advertising stage for nearly four years, yet his public does not seem to tire of him and, for all anybody knows to the contrary, he will go on forever. As any good villain should, he gets bigger and better hissing every time he waves his reddened hands or shows his blazing face.

Probably everyone actively engaged in advertising has seen the Hartford hellion. He appears regularly every fourth week in two colors on a *Saturday Evening Post* page.

He identifies newspaper advertisements, envelope enclosures, booklets and blotters used by Hartford agents. He is in the movies in two ways. The local agents use him on "lantern slides" which are sandwiched in between the newsreel and the "super special" in thousands of cinema shows. And then the motion picture producers use him on fire prevention posters which they post about their studios and other properties.

And a number of firms making fire-fighting and fire-prevention devices find his services valuable in their promotion matter.

Recently the hellion made his appearance as a *papier maché* statue in insurance agency windows, where he holds up a poster to the public gaze.

But all that is on the surface, for anyone to see and admire, or question, according to his taste and judgment. There are some phases of the story of how the hellion happened, and why, which are not generally known.



To begin at the beginning, it is well to realize that fire insurance companies are similar to other industries in some respects, and vastly different in others. They sell a product, but the product is protection. They have men who travel, but they are known as "specials," and their job is to appoint agents and adjust claims. They have retailers, but they are called local agents and are appointed by the companies.

INSURANCE companies manufacture nothing. Their traveling men carry no samples and their dealers carry no stocks. The desirability of their wares is based almost entirely upon their reputation for financial strength, business management, and fairness in settling claims.

In general, it may be said that all the leading fire insurance companies are alike, and the products they sell are alike. Each offers practically the same kinds of protection at practically the same rates. These rates are fixed, not by the companies, but by state legislation. The financial soundness of the companies themselves is assured by Government regulation. Because of this situation, competition, as it is understood in other industries, is not a factor.

Also, there is a situation in the retailing of fire insurance peculiar to this industry; a situation which affects advertising effort. A fire insurance agent in my town explains it this way: He says that no fire insurance agent is ever a one-company representative. If he were, the result would be the concentration of all the insurance risks he writes in one company. While such a procedure might be all right from the agent's point of view, my informant said, it is a decidedly unsatisfactory situation for the company, because it is not considered sound underwriting for any company to assume the risk of protecting an entire town, or even an entire section of a town. Therefore, the agent becomes the representative of a group of companies, all providing the same kinds of protection at the same prices.

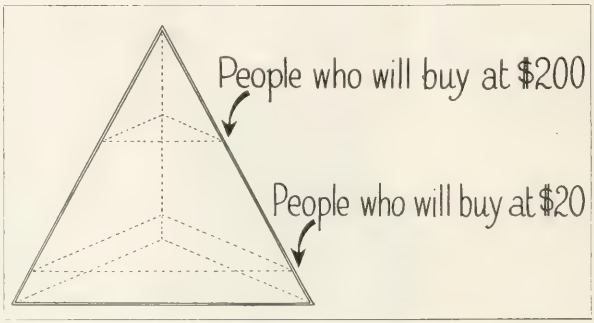
But in order to satisfy the wishes of the various companies he represents, I am informed that the insurance agent must distribute the business he writes among these in an equitable manner. Under this condition it is obvious that advertising carried on for the sole purpose of creating a demand for the protection of a single company would not be desirable. While the agent could supply any demand created by advertising for the policies of a particular company, he would have to offset this demand by writing an equal amount of business for each of the other companies he represented.

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How Black Is Mr. Borsodi's Devil?

By Kenneth M. Goode

SALESMANSHIP, says a friend of mine, is modern civilization's blackest blight. He should meet Mr. Ralph Borsodi. In an extremely readable book, "The Distribution Age" (Appleton & Company), Mr. Borsodi proves that the only thing between America and the millennium is high pressure distribution of goods. He admits, even argues, the urgent necessity for distribution. In fact, the emergency enthralls him. Nevertheless, he holds the conviction that our attempts to achieve distribution—especially in the matter of national advertising—are bad almost beyond belief.



The pyramid of lowering prices and increasing demand

He starts with the assumption that everybody in America already wants more things than he can possibly afford, and that advertising's only function consequently is to take trade away from one commodity and give it to another. This probably explains his lack of sympathy with "high pressure." It is like haste at a funeral!

One of England's greatest mathematicians once wrote a couplet that might do more to alleviate Mr. Borsodi's misgivings than any ton of economic treatises. Even at the risk of seeming flippant we must quote:

Won't you walk a little faster? said
the porpoise to the snail;
There's a lobster close behind me and
he's treading on my tail.

How much faster distribution must walk to escape disaster from overwhelming overproduction of goods let Mr. Borsodi himself point out:

> Using the year 1870 as a base, population has grown 174 per cent, horsepower has grown 1158 per cent, and capital invested has grown 2524 per cent.
>
> Our steel plants are now equipped to produce seventy per cent more steel than the normal requirements of the market.
>
> Our shoe factories have an excess capacity of eighty per cent.
>
> Our copper smelters have an excess capacity of over 100 per cent.
>
> Our lumber mills have an excess capacity of over 300 per cent.
>
> Even the automobile industry—one of our youngest big industries—has a capacity eighty per cent greater than the ability of the market to absorb automobiles.

For years advertising has been claiming that *it* made possible all this large scale production, and thereby paid for itself in lowered costs. But Mr. Borsodi can take a joke as well as the next man. He says:

> The matter of price, in relation to quality, is the Achilles heel of the national advertiser . . . His cost of selling and advertising prevent his meeting the price.
>
> What has been saved by lowering the cost of production and fabrication has been lost in unnecessary and wasteful transportation and extravagant marketing.
>
> Another twenty-five years of such changes in the control of distribution as we have experienced since 1900, and the marketing charges of nearly all manufacturers will be higher than the combined charges of the retailers and wholesalers who will sell their products.
>
> Old industries and new industries are both confronted by the imperious need of selling more goods. The potential supply of products is always greater than the immediate demand of the market.

The world of business begins at last to apprehend the miracles our factories have wrought in multiplying manpower by horsepower—and to apprehend its accompanying dangers. Today, any advertising man claiming credit for the deluge of cheaper goods would be about as popular as a native of Pennsylvania claiming to have started the rain that brought on the famous Johnstown Flood.

High pressure marketing, the mania for the full line, the mania for installment selling, the mania for house-to-house selling, all distress Mr. Borsodi because of the undeniable fact that they "sacrifice the general economy of distribution of the products of an industry *to the aggrandizement of an individual manufacturer.*" High pressure distribution, high pressure wholesaling, high pressure retailing, high pressure advertising, high pressure credit, high pressure capitalization—are equally distasteful for much the same reason.

YET Mr. Borsodi knows, better perhaps than any other man, that these are all effects; not causes. So long as human nature governs business, idle capital must earn, factories must be kept running, sales managers must make quotas, advertising men must make their living. Mr. Borsodi accepts with glad faith advertising's own stories of what advertising can do. He quotes, for example:

> The president of the company, over his own signature, in a daily paper, stated that the profits on their one advertised brand in the preceding year would pay six per cent on a capitalization of $15,000,000.

If Mr. Borsodi believes that this statement represents advertising fairly enough to quote it as a proof of his arguments, he cannot blame advertising men for believing it. And if they really believe it, he cannot blame them for trying, in their simple way, to spread their recipe for the millennium, any more than they can blame him for spreading his quite opposite views.

Economic indigestion is no new ailment. The United States has got

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The Bakelite Caravan—A New Idea In Industrial Selling

By John Allen Murphy

THERE are few manufacturers whose problem of displaying their products to the trade is quite so difficult as that of the Bakelite Corporation. While Bakelite is made in only seven different forms, still it is used in a thousand different ways.

Bakelite, in its usual form, looks like gunpowder. It has scarcely any display possibilities. Even though the material could be shown in an attractive way, the average prospect would not be particularly concerned about it. He is interested only in what it will do for him and in learning how he can employ it in manufacturing his own product.

Bakelite, in certain processes, is used in place of amber, celluloid, fiber, gallalith, glass, horn, ivory, jet, metal, paper, porcelain, rawhide, rubber, shellac, vegetable ivory and wood. This means that the material is used in the manufacture of hundreds of different articles. It is in automobiles, radio receiving sets, adding machines, vacuum cleaners, pipes, jewelry, dental chairs, surveying instruments, gas stoves, telephones, washing machines, musical instruments, electrical devices—to name a few conspicuous examples. In fact, there is scarcely a manufacturer anywhere who is not a prospect for the Bakelite Corporation. After years of effort that organization has succeeded in collecting thousands of Bakelite-made parts which form a fairly representative assortment at its headquarters.

Before going on a trip, a salesman makes a mental note of the sort of prospects he will call on while away. Then he selects items from among these samples which will be likely to appeal to those on whom he calls.





Usually he is able to show something of interest to every definite prospect. But before he starts out the salesman cannot always know what other article his prospect produces in which Bakelite could be used. Of course, he will suggest at every opportunity the countless uses of his material, but these suggestions are necessarily general.

The company knew that if it could show its prospects and customers samples of the thousands of articles and parts of articles that are made of Bakelite, the exhibit would suggest to them ways in which they could use the material which they had not thought of before.

Many a customer, on examining the display at headquarters, had exclaimed, "That gives me an idea!" But this display could be seen by only a few hundred customers each year. The management felt that if a display as complete as this could be taken to the trade, a hundred manufacturers would say "that gives me an idea" for every one that made the remark in the company's offices. And from this seed sprang the idea of the Bakelite Caravan.

The company best describes the Caravan in an announcement which it sends out to its prospects in a territory, in advance of the appearance of the Caravan. It reads:

Shortly after you receive this announcement there will start from a Middle Western city a caravan, the like of which has never been seen before—a Pilgrimage of Ideas, seeking fertile lands along the highways and byways of Industry. *Sans* rugs of Persia, *sans* Attar of Roses, there will be no Traders of the Orient to barter their wares for coin of the realm. In their place will be experienced engineers; instead of goods and chattels, a remarkable material and thousands of examples of the ways in which it is used. In actuality, an exposition of Industry, on tour!

Its purpose is not to sell the articles on display, but to reveal the possibilities of applying this material to almost every field of industrial activity. That is why we call it the "Caravan of Ideas."

Instead of resting by the roadside, this caravan will make camp at a con-

venient auditorium in a number of the leading cities of the United States. It will bring to your very door what others have traveled hundreds of miles to see.

Here the manufacturer may find ways and means of reducing the cost and improving the quality of his product; the chemist and the engineer may discover the solution of troublesome problems; the architect will see the latest designs in devices which help to make the home more beautiful. In fact, any man—no matter what his position—who is responsible for specifying materials, or supervising the manufacture or sale of a product, will find a wealth of information at this exhibition.

The name of the substance is BAKELITE, called "The Material of a Thousand Uses."

The Caravan consists of two vans which are loaded with thousands of articles made of Bakelite. They also contain the products of more than two hundred manufacturers who use Bakelite in molding some of the parts of their products.

When the Caravan arrives in the city, the exhibit is set up in an exposition hall which may be an assembly room in a university, the roof-garden of a hotel, or a city auditorium. The Bakelite parts are attached to boards which are set up against the wall. On a table in front of the board is the finished product containing the Bakelite parts shown on the board. For instance, the parts made of Bakelite in an adding machine are shown on the board that is standing before a complete adding machine. Ribbons are stretched from the Bakelite part on the board to that same part on the completed machine below. Engineers who are capable of explaining the exhibit to visitors are in charge.

The Caravan remains in a town from one to three days. A few days before it arrives, special invitations are sent to all Bakelite prospects and others in the community who might be interested in the exhibit.

The plan has worked out so well that the company intends to make the Caravan a permanent part of its selling effort. And thus has the Bakelite Corporation introduced a new idea into industrial selling.

Advertising Is Three-Dimensional

By O. A. Owen

SOMETIMES an advertising question can be made clearer to oneself, or to a prospective client, by drawing an analogy with something outside; for instance, with geometry. I have seen the discussion of a campaign clarified by considering it as having length, breadth, and depth.

The length of an advertising campaign is the length of time it runs.

The breadth is the breadth of territory, population, or circulation it covers.

The depth is the character of the copy, which includes fundamental appeal, impressive text, and good art-work.

I think it will be conceded that an effective campaign can be divided into the three elements of time, circulation, and copy. Each is as distinct from the others as are the length, breadth and depth of a cube.

It is common knowledge that the same amount of business cannot be expected to result per dollar of expenditure in a short period as can be expected from an appropriation spread out over more time. Apparently advertising must be digested by those who see it, and the process is not immediate or even approximately immediate. An advertiser desiring quick and large sales may suppose that by spending money like water, by hiring the best talent, and by securing insertions in every medium of large circulation, he will achieve the distribution held by advertisers of long standing. But he will learn that beyond a certain point he might as well expect grass to grow up overnight. Breadth and depth may make a surface but they do not make a solid; length (time) is necessary for that.

Another inevitable lesson is that advertising on a small scale (element of breadth omitted) pays only on a small scale. Excellent copy, running month after month and year after year—but seen by comparatively few, brings business, but not big business. That is comparatively easy to understand.

NOT so easily understood is a third type: the advertising that runs a long time and reaches large circulation, yet has no intrinsic strength of appeal (it is depthless). Some industries found this out during the height of the craze for cooperative advertising. At considerable expense, and month after month, the public was exhorted to consume a certain commodity, or to trade in a certain locality, without any strong reason being given why it should. For that reason some cooperative campaigns were disappointing. But those that gave good reasons and effectively appealed to self-interest were great successes. They had depth.

Innumerable instances of inadequate results due to poor copy or poor art-work will occur to everyone. Such failures are found in every activity, just as often as they were in the cooperative campaigns mentioned.

Of course, it is granted that comparing time, circulation and copy to length, breadth and depth is artificial, but it has the advantage of setting these three elements apart from one another as separate, distinct, and non-interchangeable, which they assuredly are.

It also makes it possible to classify weak advertising campaigns as possessing only one or two of the needful three dimensions. Though the base of the classification is artificial, the campaigns that have wholly or partly failed fall into their correct categories with amusing accuracy.

One might stroll through the advertising graveyard and label each headstone, "Lacked length, died young"; "Lacked depth, died from undernourishment"; and so on.

Those who may agree on this geometrical similitude for advertising may go farther and ask, "What, then, is advertising's fourth dimension?" We know that the hypothetical extra dimension, in stories, is a tricky sprite, upsetting all calculations and confounding experience.

The fourth dimension in advertising is that unknown and usually unguessable thing, public caprice. Your campaign may be well and wisely conceived, with length, breadth and depth, yet unforeseeable lack of response may spell failure—or another well-dimensioned campaign may strike a gold-mine, just because the public *at that time* was ready.

Making the Order Blank Less Hard Boiled

ANY salesman will tell you, once you have convinced him that neither today nor any other day will you crave a cantilever bridge, that the culminating moment of his occupation is that in which the momentous dotted line is thrust beneath the bulging eyes of the prospect. "Then," the veteran will continue (if he will consent to expose additional mysteries of his calling), "almost every man has to be taken by the hand and guided on to the line."

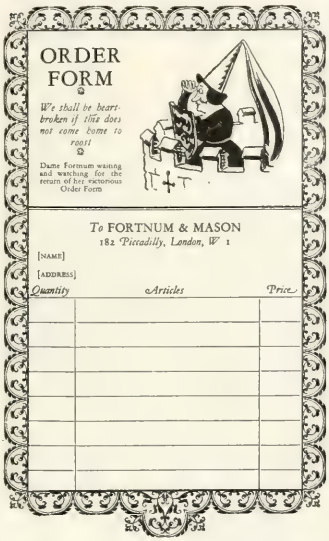
Such is the obstinate perversity of the prospect, that irritating species of mankind. And yet, is he always to blame? The average order blank, after all, looks very much like that depressing sheet one signs upon entering a hospital, in which one takes upon oneself all responsibility for any fatal error the surgeon may make. The usual order form is grim and to the point: a few words of a legal nature and of cheerless, slightly pessimistic import, set in vile typography; and then—the fatal, the menacing line.

Is it to be wondered that the prospect, with ardor now somewhat dampened and arteries all but perceptibly hardening, wonders whether his pen will blot as usual and meditates reflectively upon the unvarying asininity of his signature? There is nothing but the salesman's soothing presence to induce him to take the final leap, and even a salesman can find his master of psychology deserting him at the crisis. There should be, and there is no excuse for there not being, a gracious note in the ceremony that will uphold the optimism of the signer. It is a point which many of the pundits who discourse learnedly on the Science of Selling have neglected.

Fortnum and Mason, who made the revolutionary move of consistently injecting humor into the solemn doings of commerce, have brought grace to the order blank. To be sure, presumably they deal largely with women, with ladies, countesses, dames, duchesses and marchionesses; in short, with housewives aristocratic and plutocratic—a class of prospects probably less hard-boiled than are those of their husbands who may be "in trade."

You say, "Well, does it work?" The answer is to be found in the portrait of Dame Fortnum in the center order blank. The good woman, who looks strangely like a buxom Beatrice Lillie, appears to be

[CONTINUED ON PAGE 62]



The Magic ORDER FORM

WRITE down the things you want,
and we make them appear.

WE have performed this trick before Royalty, the Old Nobility, and the Bourgeoisie, in all the chief cities of the world, and some parts of Yorkshire. (Supernatural powers are not claimed, and children are cordially invited to witness the performance.)

To FORTNUM & MASON, 182 *Piccadilly, London, W.*1

[NAME]

[ADDRESS]

[DATE]

Quantity	*Articles*	*Price*

NOTE

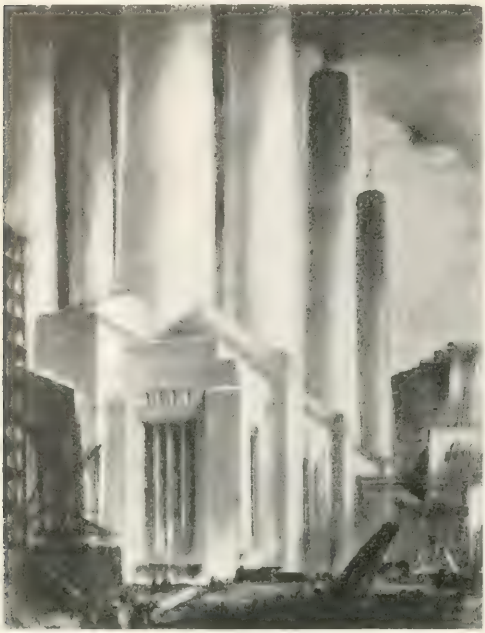
Our Astrologer finds that owing to Saturn having impinged upon the Solent—the present is an extraordinarily favourable moment in which to order copiously

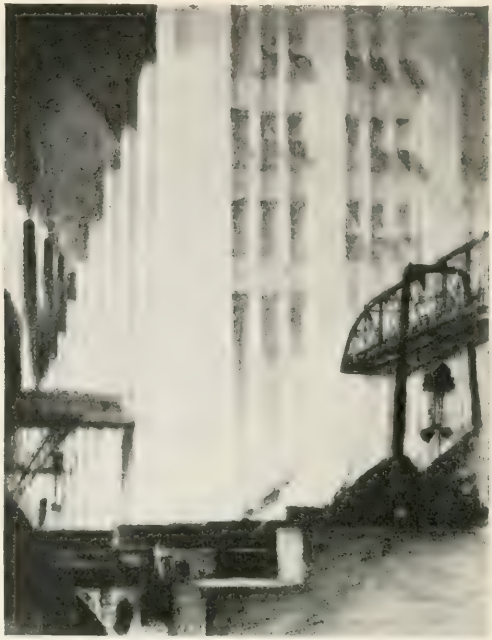
This is a Command to FORTNUM & MASON of 182 Piccadilly, W1, to send the following with impetuous speed *to*

NAME

ADDRESS

Quantity	Article	Price









THE contemplative charcoal of Hugh Ferriss has a way of bringing out every innate quality of the most prosaic subject. In the case of concrete, he is interested in character rather than mineralogy or statistics; strength is his theme, and it is the rugged beauty of sheer strength that he expresses in the typical drawings here reproduced. Every manufacturer in this line should be appreciative of the fine work of the Lehigh Portland Cement Company's truly institutional and inspiring advertising campaign

"Will It Work?"

Is the Public Relations Counsellor as Effective Potentially as He Appears to Be?

By Robert Fellows Wood

AND now comes Mr. Ivy Lee, the public relations counsel, with a recent issue of his clip-sheet, "Information," and spreads before us a reprint of an article which, he states, was written by J. Murray Allison and originally printed in the Jan. 1, 1927, issue of the London *Spectator*. The article presents a plan to advertise the League of Nations and develops the English writer's suggestion that $10,000,000 be expended to explain the League to the countries of the world other than the United States. "Will it work?" asks Mr. Lee, and states that he has reprinted Mr. Allison's article "with the hope that it will elicit discussion in this country as to whether advertising on a large and international scale can be effectively applied to a great world situation."

What wizardry is it that these Ivy Lees practice. By what subtle method does Mr. Lee, animated by a desire to promote discussion of the League of Nations or of large-scale advertising, so pull the strings as to cause the writer, who has never seen Mr. Lee and who has not the slightest contact with him, direct or indirect, to fall to work? There can be no doubt that he will secure an immense amount of printed discussion on the subjects which he has in mind. But his success in this instance will be marred by the fact that it is not the present writer's intention to discuss them, but rather to give some consideration to the business in which Mr. Lee and a growing number of competitors are engaged. They call it a "profession," and have so skilfully introduced the word "counsel" into the name of their calling that it is rather difficult to call it a business and avoid circumlocution.

We might as well state the terms correctly at the outset. By all of the recognized definitions, a public relations counsel is not a professional man any more than in these days the corporation lawyer is. Probably he is less so, because the corporation lawyer is, to a certain degree, controlled by the very old and highly professional traditions of his calling. The public relations counsel, however, has created his own traditions overnight and has fashioned them exactly to suit his purposes.

Mr. Edward L. Bernays, who is engaged in the business, recently defined it as "the propagandist profession." He stated also that a counsel on public relations is "the super-publicity man" who is "guided in his work by the change he wants to bring about in his public. . . . He is continually creating events, changing and modifying acts, *now adding some actualities to life, now subtracting others*, to accomplish his ends and make the public receptive to his cause." (The italics are mine.)

MR. BERNAYS makes the further interesting disclosure that "business can and should employ the same technique in regimenting the minds of the public in normal times as the governments used during the war" and that "human beings always respond to the great basic appeals, just as they have followed the great teachers, religious leaders, statesmen, business leaders of the past and the present." Mr. Bernays writes in the same connection that he speaks as one "who actually knows his subject." Apparently they hold in their possession the certain knowledge and unfailing ability to make the human animal, either as individuals or in the mass, roll over, sit up and beg, or play dead. Whether it is a question of selling certain types of millinery to women or the League of Nations to the entire civilized world, call in a public relations counsel and he will do the trick. Surely the millennium is at hand!

Let us assume for the moment that Mr. Lee knows all there is to know about this business of being a public relations counsel. All methods and media for the control of human thought and opinion are in his grasp. Let us also assume that Mr. Edward L. Bernays is equally well equipped. What would happen if one of them were engaged to advocate the *pro* side of a profoundly important argument and, at the same time, the other were hired to put over the *anti* side? That would be a battle of the giants! Who could prophesy what the outcome would be? Would all human intelligence be riddled, exhausted or annihilated by the inevitable response and surresponse "to the great basic appeals?"

Such a view of the case is a logical deduction from the authoritative printed utterances of these public relations counselors. If it is absurd, they are absurd. The truth of the matter is that just such contests have probably been staged already, with the most expert super-publicity men working on opposite sides, and the issue was finally decided, like all other issues, by the fundamental common sense of human nature. Ivy Lee carries a standing quotation from Abraham Lincoln at the top of his "Information" page. It reads: "Public sentiment is everything. With public sentiment, nothing can fail; without it, nothing can succeed. Consequently, he who moulds public sentiment goes deeper than he who enacts statutes or pronounces decisions. He makes statutes or decisions possible or impossible of execution." Mr. Lee overlooks the fact that later a Lincoln of more profound experience uttered the truism about the impossibility of fooling all the people all of the time.

An inherent weakness of this business is that whenever its practitioners reveal their aims and the methods by which their ends are accomplished, they damage their calling. They are always exposed, and frequently succumb, to the temptation to elevate themselves personally by the same methods which they have employed in the elevation of certain kinds of merchandise or even of certain other individuals. It is a comparatively easy matter for them

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Recollections and Reflections

Experiences in

Typography, Advertising and Publishing

By John Adams Thayer

"THERE is no tale any man can invent which will compare in interest with the tale which every man lives, and has but to tell in its truth in order to hold his reader breathless, or panting for more."

It was William Dean Howells who made the above statement. To go back to an earlier time, it was Rousseau who discovered that the only way to hold the reader's attention was to write with perfect frankness.

The shocks and thrills, and minor happenings and pleasantries, which came my way during the period of my active business life in the advertising and publishing world, will be set down here without fear or favor, in a simple and frank manner; fiction will have no part in these narratives.

In making an alliance either as an employee or partner, fortunate is he who uses his judgment and discrimination wisely. Even if the head of the house is known to be highly temperamental, and successful publishers and extensive advertisers are credited with this asset; if the employer or partner be honest and equitable in his judgments, and last but not least, fairly agreeable upon contact, even when there happens to be a slump in advertising receipts, one should be more than satisfied with his affiliation. He should rejoice with paeans of praise to his lucky star.

In the various positions held by me in the advertising and publishing world, I was most fortunate in my associations, though upon one occasion my lucky star seemed to have deserted me. The shock received in this particular instance was so unexpected and fearful that it was not unlike a man who had been unhorsed from a spirited steed and lay benumbed beside the roadway, trying in a feeble way to analyze how it all happened, and what he should do next to get out of the predicament in which he found himself.

One of my former employers died a year or so ago, leaving some thirty millions of dollars to the Metropolitan Museum of Art. Many articles were written about him, and a few "appreciations." Some were laudatory, some disparaging, some just bunk. In saying this I refer to the content of the articles, and not the literary style of the writers, who in their several ways presumably did their best to express the sentiments which they held.

I knew Mr. Frank A. Munsey for some thirty years. It was in 1897 that I sought an introduction to him, with the idea that it would be wise for me to leave Philadelphia and enlarge my experience and knowledge of publishing in New York. The position held by me at that time was advertising manager of *The Ladies' Home Journal*. My salary, large for the time, was $5,000 per year. All things considered, the position was the most notable one in the magazine advertising world then, as it is today.

Having selected the Munsey Publishing House as my desired goal for a year or two, at least, it was necessary to have this innocent thought transferred to Mr. Munsey. To use the vernacular of the day, he had to be "sold". It required very delicate handling, however, as it was a known fact that Mr. Munsey valued most those ideas which emanated from his own brain. To him, the suggestions made by others, as is the case with many successful men, were comparatively of little value.

ENLISTING the services of Mr. J. W. Barber, an advertising agent of Boston, a man of high character and a mutual friend, the plan was devised to sound out Mr. Munsey, and at the psychological moment—known to all advertising men—to mention the possibility that he would be able to acquire my services in his organization; to go so far as to say that he was the one man in the world from whom I would even consider a proposition for a change of base.

The plan resulted in a satisfactory conclusion, and within a brief period I came to New York as business manager of the Munsey Publishing House, for the term of one year at the salary of $7,500. No written contract was made and the arrangement was a verbal one; a confirmation by letter was neither asked nor given.

In beginning my work with Mr. Munsey, full of hope and confidence, the suggestion was made that the first day I "breathe in the atmosphere of the place", and attempt no

[CONTINUED ON PAGE 66]



THE above photograph shows the author at the time of his brief career as business manager of the Frank A. Munsey Publishing House, which hectic innovation in his life he describes in the accompanying article.

Mr. Thayer is a veteran publisher, a man of long and intimate experience in the general magazine field. He held the positions, successively, of advertising manager of the *Ladies' Home Journal*, business manager for Frank A. Munsey, advertising manager of the *Boston Journal*, and advertising manager of the Butterick Publishing Company. Subsequently he became a publisher in his own right with *Everybody's Magazine*, from which he retired some twenty years ago. After five years residence abroad he returned to this country, purchased the *Smart Set*, and published that magazine for three years.

The current article is the first of a series in which Mr. Thayer proposes to relate his business experiences. His frankness and humor, his good-natured cynicism and his candor without conceit, add much of charm to the interesting narrative he sets forth in these pages.

THE · EDITORIAL · PAGE

Spotlight on the Copy Man

THE case now before the Federal Trade Commission, in which an advertising agency and one of its copywriters are charged with false and misleading advertising, as well as the advertiser who published the copy, indicates that the day may not be far off when advertising writers will no longer be able to hide behind the skirts of the advertiser, but will have to face the consequences if they make false or misleading claims in their copy.

It cannot be denied that there is still much advertising that is manifestly untruthful, and that obtains money under false pretenses. In many instances it is not that the advertiser asks for this type of copy, but that the man who writes the copy goes too far in his zeal for results and actually misleads the reader. He comforts his conscience with the thought that if the advertiser doesn't want to make such claims, he can cut them out or tone them down. And the advertiser on his part feels that while the copy is not just the sort of thing he would write if he were doing it, his agency ought to know what it is doing and—well, perhaps it is all right.

Such joint responsibility as the Federal Trade Commission is now trying to establish would help to check the flow of false and misleading ideas and claims at their source. There is no question but that much advertising would never be written as it is written if the man who wrote it had to sign his own name to it; and if he feels that though his name isn't signed he will be subject to citation by the Federal Trade Commission if he writes dishonest copy, he will lose the comfortable sense of security that is the cause of his present carelessness and callousness.

The Ice Man Strikes Back

THE Omaha Ice & Cold Storage Company, irritated at the inroads being made by sales-manual-trained representatives of the electric refrigerator interests, has published a buyers' manual which it is sending out to its customers to offset the devastating effects of the super-salesmanship being brought to bear on the housewife to oust the ice man.

This buyer's manual is a 16-page booklet with the title "Ask Him," and the "him" in question is pictured on the cover—the electric refrigerator salesman, hat in hand, at the front door with his brief case, introducing himself to the lady of the house. The booklet features twenty things for the prospect to "ask him" before placing an order for an electric refrigerator, and they are calculated to give any electric refrigerator salesman an uncomfortable twenty minutes.

Is this good or bad advertising?

Too Many "Sellers"

A NOTE sent out by the International Advertising Association states that for the Denver Convention only one "seller of advertising" has been invited to speak.

This promises much. Too many past conventions have been "sellers" conventions with thinly disguised solicitations for media, motion pictures or advertising supplies masquerading as inspiring addresses. The result has been that many specialized groups, feeling their interests neglected, have organized separately. As a result advertising, as an industry, is now terrifically over "associationized."

The criticism of advertising conventions also applies to advertising club speeches. The sellers talk but the buyers don't. The result is poor programs and indifferent attendance. Soft pedaling the sellers and encouraging the buyers to step forward on the platform is a wise move.

Close to the Border Line

MEDICAL journals are discussing heatedly a type of correspondence school whose practice borders very closely upon fraud. This is the school which volunteers to teach medical nursing at home in a very few easy lessons.

To anyone who has had first-hand experience with hospitals, such a claim is palpably absurd. To the medical profession it is positively criminal. The training of a registered nurse requires a background of exhaustive practice, wherein theory plays only a minor part. Years of hospital training are required for the obtaining of a bona fide nursing degree, and this training involves, not a few simple lessons in the home, but the hardest kind of physical and mental labor beside the actual sick bed.

The "handsome lithographed diploma" given to the "graduate nurses" who have completed course in these schools can actually have little value to their recipients provided the medical profession concentrates upon educating the public and the State legislatures to their uselessness. When such nurses are disbarred by law in every State, certainly the general public will be adequately protected. The only victims of the fraud, then, will be those who have paid out their money for a valueless course of instruction.

However, so long as the handsome "lithographed diploma" *does* possess some value to its recipient, the school which offers it is at least partly justified in its claims and hence technically within the law. But the ethical side of the question is a different story. The medical profession should clean its own house, but certainly advertising can lend it a friendly hand. Some of our best women's publications—publications which have not for years touched a piece of patent medicine copy; publications which are ultra respectable and which enjoy a maximum of reader confidence—have been accepting without question the copy of these schools. Perhaps, broadly speaking, this copy is within the law as things stand today. But a little wholesome investigation on the part of certain large publishers should prove extremely revealing.

Ninety-Horsepower Sentences Were Once the Rage

By R. R. Aurner

CAXTON was the first of a long line of early writers whose sentences, once they were well under way, never could seem to be headed. To quote here the longest Caxtonian sentence I have so far run across, would be an affront to all proof readers. It rattles along over twenty-one clauses and 380 words. Yet it was William Caxton, printer, who wrote the first advertisement printed in English. He was the forerunner of the swift, crisp copy of contemporary writers.

Here is the actual wording of the first advertisement, quoted verbatim after the copy now in the Bodleian Library at Oxford (it was written, printed and posted about 1477):

If it plese ony man spirituel or temporel to bye ony [co] pyes of two and three comemoracions of Salisburi use enpryntid after the forme of this present lettre whiche ben wel and truly correct, late hym come to Westmonester in to the almonesrye at the reed pale and he shal have them good cheape.

Supplico stet cedula

For purposes of contrast, here is a brief, telling and little-known letter of President Abraham Lincoln to General Ulysses S. Grant:

Executive Mansion,
Washington,
July 13, 1863.

Major-General Grant:

My Dear General:—I do not remember that you and I ever met personally. I write this now as a grateful acknowledgment of the almost inestimable service you have done the country. I write to say a word further. When you first reached the vicinity of Vicksburg, I thought you should do what you finally did—march the troops across the neck, run the batteries with the transports, and thus go below; and I never had any faith except a general hope that you knew better than I, that the Yazoo Pass Expedition and the like could succeed. When you dropped below, and took Port Gibson, Grand Gulf, and vicinity, I thought you should go down the river and join General Banks; and when you turned northward, east of the Big Black, I feared it was a mistake. I now wish to make the personal acknowledgment that you were right and I was wrong.

Yours very truly,

A. LINCOLN.

Lincoln wrote some of the best letters in American literature and in American business. Sometimes they show robust heartiness, sometimes piercing commonsense, sometimes pure magnanimity. All his letters have a characteristic masculine style.

To observe the distance English has traveled over bridges of wooden words and sentences, compare a modern piece of literature with, say, Chaucer's Canterbury Tales, written in the Fourteenth Century. Only a scholar versed in late Middle English can read Chaucer. Caxton's prose is much further advanced. Then, coming down to the Fifteenth Century, we embark on a vast and billowing sea of prose. So long, so unorganized, so formless are the sentences, at times, as to be scarcely recognizable. Single sentences outvie our bulky modern paragraphs. Their like will never be written again.

THE models of later centuries are multi-varied. Here is John Lyly with his teeter-totter model, perfectly balanced and meticulously artificial, very pleasing to the passing whims of many of Queen Elizabeth's courtiers:

And though women have small force to overcome men by reason, yet have they good fortune to undermine them by pollicie.

and:

By so much the more therefore my change is to be excused, by how much the more my choyce is excellent: and by so much the lesse I am to be condemned by how much the more Euphues is to be commended.

In fairness to the genius of the language, we may not let go unmentioned the names of John Dryden, Joseph Addison and Samuel Johnson, all creators of literary style.

In 1600, 1700 and 1750 A.D., the English sentence became simpler and shorter.

With Thomas Babington Macaulay, famed historian of less than a century ago, we find the goose step of prose marching in rhythm, at least, with modern times. As if he were a high-pressure man of American business, dictating simultaneously to six stenographers, his sentences have rush and swing and spirited rapidity. They follow each other in military precision. With the affront of mailed warriors, they confront the reader.

Two examples of Macaulay's manner will illustrate:

With the dead there is no rivalry. In the dead there is no change. Plato is never sullen. Cervantes is never petulant. Demosthenes never comes unseasonably. Dante never stays too long. No difference of political opinion can alienate Cicero. No heresy can excite the horror of Bossuet. . . .

The struggle lasted about an hour. Four hundred of the assailants fell. The garrison lost only five or six men. The besieged passed an anxious night, looking for a renewal of the attack. But when day broke, the enemy were no more to be seen.

But even if we do insist today upon the simple and the brief, we have not reduced communication to a dry skeleton. The amazing quality about so much of the better writing of today, in or out of business, is its clear-headedness, and its fundamental richness in character and in personality.

Habit and originality are educational by-products that have always controlled the manner in which men express themselves. Depending upon the quality of the man's mind, it is either habit or originality that dictates his style, whether he writes advertising copy, profound essays, or humorous sketches. And, other things being equal, it is originality that in the powerful writes gets the lion's share of control.

Some of the best advertising copy ever written has come from men who were fired with what was for the time absolute heresy. Style consists of the little characteristic twists one gives to the way he says things. So does originality.

UP to within a few years ago, the English of literature showed a vastly greater tendency toward this kind of originality than did the English of business. The English of literature, engrossed in the problem of expression, displayed a greater ingenuity in devising new and pleasing ways of saying things. Of late, however, business English that conveys character has been found to be worth more in dollars and cents than

[CONTINUED ON PAGE 58]

BRUCE BARTON

ROY S. DURSTINE B O ALEX F. OSBORN

BARTON, DURSTINE & OSBORN

INCORPORATED

AN ADVERTISING AGENCY

of about two hundred and fifty people among whom are these account executives and department heads

James Adams
Mary L. Alexander
Joseph Alger
John D. Anderson
Kenneth Andrews
J. A. Archbald, jr.
R. P. Bagg
W. R. Baker, jr.
F. T. Baldwin
Bruce Barton
Carl Burger
H. G. Canda
A. D. Chiquoine, jr.
Margaret Crane
Thoreau Cronyn
J. Davis Danforth
Webster David
C. L. Davis
Rowland Davis
A. H. Deute
Ernest Donohue
B. C. Duffy
Roy S. Durstine
Harriet Elias
George O. Everett
G. G. Flory
K. D. Frankenstein
B. E. Giffen
Geo. F. Gouge
Louis F. Grant
Gilson B. Gray
E. Dorothy Greig
Girard Hammond
Mabel P. Hanford
Chester E. Haring
F. W. Hatch
Boynton Hayward
Roland Hintermeister
P. M. Hollister
F. G. Hubbard
Matthew Hufnagel
Gustave E. Hult
S. P. Irvin
R. N. King
D. P. Kingston
Wm. C. Magee
Carolyn T. March
Elmer Mason
Frank J. McCullough
Frank W. McGuirk
Allyn B. McIntire
Walter G. Miller
Loretta V. O'Neill
Alex F. Osborn
Leslie S. Pearl
Grace E. Pearson
T. Arnold Rau
James Rorty
Mary Scanlan
Paul J. Senft
Irene Smith
J. Burton Stevens
William M. Strong
A. A. Trenchard
Anne M. Vesely
Charles Wadsworth
D. B. Wheeler
George W. Winter
C. S. Woolley
J. H. Wright

New York: 383 MADISON AVENUE

Boston: 30 NEWBURY STREET B O *Buffalo:* 220 DELAWARE AVENUE

Member American Association of Advertising Agencies
Member Audit Bureau of Circulations
Member National Outdoor Advertising Bureau

—and Now Concerning Copy

A FUNNY THING happened in the New York newspapers a while ago. Macy's ran a full-page of absurd, good natured advertising about its unusual fancy-groceries department, venturing into the Fortnum & Mason method of smiling with its wares. The following developments were noted: (1) a dozen or so letters came in praising the page—and most of them were from advertising people; (2) an agency bellowed "hire the copy writer at once and his price," but did not do so; (3) mail orders for the kidded delicacies straggled in up to four weeks later, and (4) the department, for the first and only week this year, ran a mite behind the corresponding week of 1926. Jury disagrees.

"OUTSTANDING" is a good word, and it is a pity that three more copy-writers don't use it and make it unanimous.

TO BE REALLY CHOOSY, one is expected to sniff at "period" things. (If you want to hear a good sibilant sniff, ask an architect or a decorator to sniff.) But consider how amazingly easy it is being made for the architect and the decorator to sell you the very conception he has borrowed from his only sources—periods—by the naive way in which Curtis woodwork is pushing out good, plain, early-American, and now Spanish, and tomorrow what-other, wooden mill-work, and advertising it, and making it acceptable. Curtis, if you please, was a lumber-mill and sash-door-blindery once, and probably has as much bad Hayes-Garfield-Arthur gingerbread and scrollwork to answer for as the next mill. But Curtis today is treating wood by machinery with some of the decent respect of a craftsman, and shooting it with a Kodak, and half-toning it into the magazines, and crowding it pell-mell on the public, hell-bent and object: sales, in a typical headlong Yank rush. With the result that the public gets good design easily, learns it (usually after purchase), likes it, and (net) is living better. It is all very thrilling to witness—not alone through Curtis but also through the workers in metal, glass and cloth, who are doing likewise. Not given to prophecy, it is our prophecy that if and when a new American design-form happens, it will be born to the likes of Curtis, rather than to the sterile high-hats who "don't like periods."

"CASTILE," says Armour, "was first made in Castilla, in northern Spain, six hundred years ago. It has been used ever since by the beauties of Spain, possessors of the most gorgeous complexions in Europe; and by the aristocracy of the whole world." All that sounds pretty inclusive, especially the most gorgeous complexions. But hasn't someone deleted the parenthetical qualification "once a week or so"? There isn't a bathroom in a barrel of those gorgeous aristocrats from 1300 to 1800.

SPEAKING OF BATHROOMS, where life in the advertising pages is so colorful, it will be found in "The Gallants" that the dressing room of Beau Brummel was "even fitted with a bath closet, supposed at that time to be the only one in England," and that "the Beau had a prejudice in favor of washing his whole person daily—considered on the whole to be effeminate: at all events this was not copied." What a recent vice this cleanliness is.

FOR THE CURRENT fortnight's award for the best use of taste and the violoncello in advertising, please accept the nomination of the Elgin watch's page headed "Were your watch and your sweetheart both young together?" with the sort of drawing by James Preston that only James Preston can do or ever has done. Of course the crafty copy-writer is trying to load a new wafer of white gold on you to replace the tender turnip of your salad days, but he does it well and persuasively.

MERGERS are so epidemic that it was no surprise to me to find this original Wall Street story in my eight-year-old son's handwriting waiting for me the other night:

Once there was a cat and a wolf and the cat were takeing a walk when the cat saw a rat and the cat ate up the rat and the wolf went home crying because the cat ate the rat so the wolf ate up the cat and the wolf and his friends livde happy ever after.

Even Bruce Barton couldn't interview a merger in shorter words: six of two syllabies; fifty of one.

WELL, THE SENIOR at college who is voted the dude of his class is practically made for life. And in advertising we deplore the fact that so many college seniors think the advertising game is a great game, all full of easy money.

"WHY GIRLS LEAVE HOME," "I really don't know what to do with Cain," "Do you feel a secret urge to be the life of the party?" "un-a-customed as I am," "she never was a Bolshevik," "Spring confessions," "You'll never see a Shooting Star," "Good morning, stupid"—these are a few of the headlines in advertisements in the *New Yorker* for April 16.

THE *New Yorker* is encouraging copy-writers to take nonsense-writing seriously—the *New Yorker* is taking itself rather seriously on this point.

IT IS GOOD that some paper came along and helped show us what other nations have long known: that it is possible to sell goods with a guffaw.

BUT THE COPY-WRITER who gets flip merely because his copy is to appear in a paper where it is momentarily chic to be flip—he won't write a better advertisement.

Presently the novelty of being comickal regardless will wear off. Then we shall see some revelant thinking applied to the advertisement, and we shall therefore see some really funny (and therefore memorable—and therefore powerful) advertisements.

If the *New Yorker* wants to do the advertiser a real protective service, Mister Eustace Tilley might be asked to remove the banana peel from the threshold of his advertising pages.

The Railway Service Unit

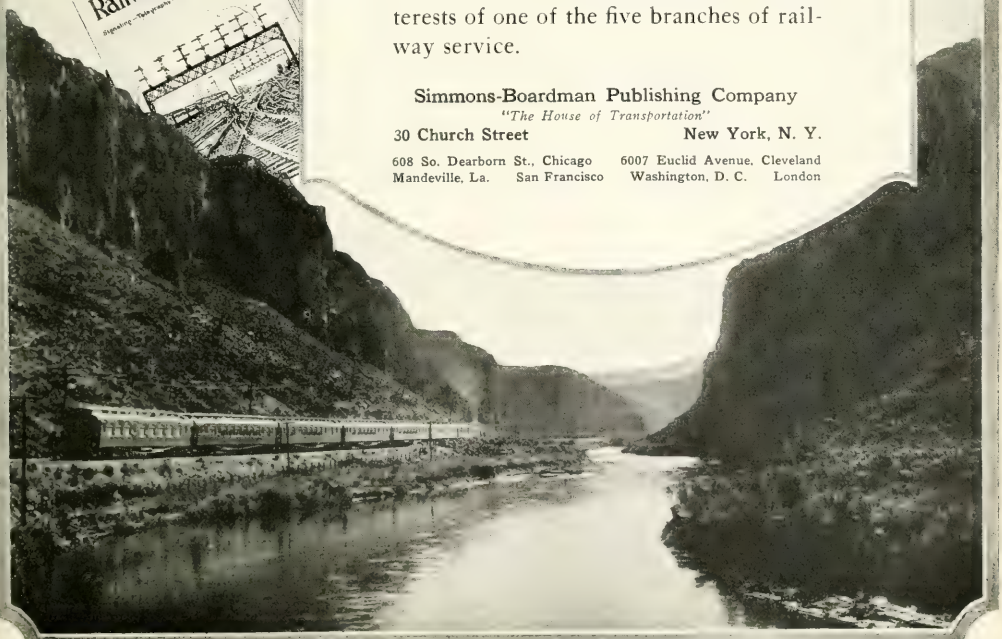


Railway Traffic and Earnings Continue at High Level

So far this year railway traffic and earnings have continued at the same high level that established a new high record during 1926. This is a good omen and every indication points to a continuation of large purchases of railway equipment and materials during the present year.

The five departmental publications that comprise *The Railway Service Unit* can aid you materially in reaching this important market. These publications select the railway men you want to reach for each one is devoted exclusively to the interests of one of the five branches of railway service.

Simmons-Boardman Publishing Company
"The House of Transportation"
30 Church Street **New York, N. Y.**
608 So. Dearborn St., Chicago 6007 Euclid Avenue, Cleveland
Mandeville, La. San Francisco Washington, D. C. London



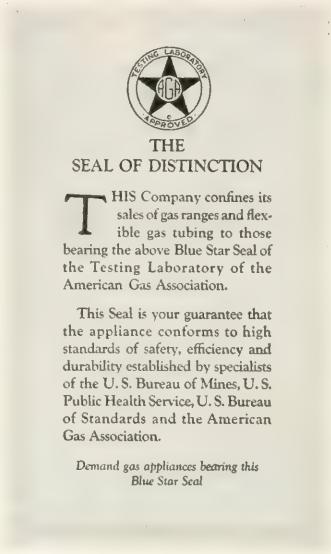
Blue Star Seals Protect Gas Customers

THE Appliance Testing Laboratory of the American Gas Association, located in Cleveland, Ohio, marks a long forward step in the progress of an old industry. Moreover, it represents a concrete visualization of what co-operation and vigorous concerted action on the part of an entire industry can do, both for the industry and its consumers.

The problem of the gas industry is unique in many ways. The local gas companies are selling to their customers, not merely a fuel or illuminating agent, but a service. This service is utilized by the consumer through the medium of various appliances, manufactured, not by the gas companies, but by independent appliance manufacturers over which the sellers of the service have had no control except as they act as retail outlets for the actual manufactured goods. When these goods prove unsatisfactory to the consumer, there is a natural reaction unfavorable to the particular manufacturer who made the appliance in question. But the dissatisfaction goes far deeper than this. The local gas company suffers as well, and by implication the whole gas industry is harmed.

It is to correct this palpably false position that the gas industry, through the medium of its association, has established the laboratory in question. Here appliances are tested against definite specifications for safety, efficiency and durability. Such appliances as pass these tests are awarded the blue star seal of the American Gas Association and may thenceforth be marketed with the full approval and commendation of the entire industry. The advantages of this seal to all parties concerned—manufacturer, consumer and gas company—will be taken up a little later.

This testing laboratory has behind it the whole-hearted support of the entire gas industry, for the need of it has long been felt. When the American Gas Association stepped into the picture it quickly drew into line all of the more important manufacturers and local gas companies. In order to finance the project and to get it under way, a selected number of the larger of the gas companies were asked to contribute to a general fund planned to underwrite a two-year program.



Further funds were gained from the actual functioning of the laboratory. A fee is charged every manufacturer submitting an appliance for test and this fund, while not in itself sufficient to carry the entire expense of the project, has proved of material assistance.

A GENERAL committee was organized to supervise the drawing up of all construction and performance specifications which must be met by appliances receiving the blue star seal, and under this main committee are several sub-committees which deal directly with particular branches of manufacture. Not only is the gas industry represented here, but the government has been called in, and on the main specifications committee appear one representative each from the United States Bureau of Standards, the Bureau of Mines and the Public Health Service. There is also a representative of the National Association of Master Plumbers.

Thus it may easily be seen that a wide number of influences are involved to see that every angle of the matter is given the fullest consideration. It is further specified in regard to the managing committee in charge of the actual laboratory work that no member shall be in a position where he might be interested in the outcome of any of the tests made therein.

Naturally, if the blue star seal is to be made to count for anything, it must have behind it not only the commendation of the industry, but the strong arm as well. Fortunately the retailing situation makes this selling control entirely practical. Most of the retailing of appliances is done by the gas companies themselves, and once these have agreed to handle none but officially approved and stamped appliances, the problem of getting the other dealers into line is comparatively simple. Advertising by the local companies, and by the American Gas Association through these companies, and by the manufacturer companies themselves, is admirably calculated to establish the blue star seal firmly in the public's consciousness in the shortest time.

At present this advertising is simple and direct in nature. The Association has made up a window display card, an envelope stuffer and a series of newspaper advertisements for which matrices are furnished the local gas company on request, to be inserted by the company in the local newspapers. In addition a pamphlet is sent out which contains the latest itemized list of appliances that have been passed on successfully. This list is kept up to date from time to time as more and more appliances are tested and approved. This material is judged sufficient to get the project well under way and to line up both manufacturers and gas companies solidly behind it. Once this has been done, their published information will drive home the point to the consumers. The number of requests for this material received by the Association is more than satisfactory, and a great many of the companies have put it into immediate operation.

The blue star seal is already firmly established and needs only further promotion in order that it may real-

[CONTINUED ON PAGE 79]



the largest circulation in America daily and Sunday

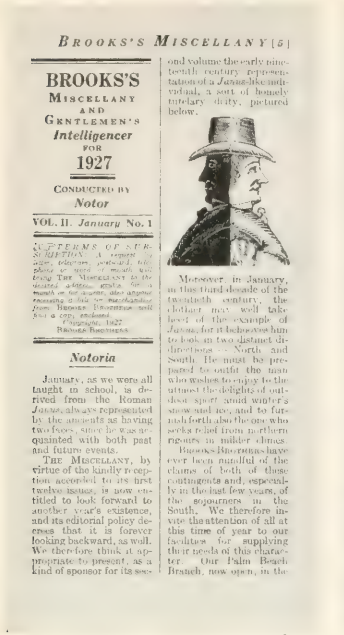
THE AVERAGE net paid circulations of The News, New York's Picture Newspaper, for the six months period ending March 31, 1927, as reported to the Post Office department were

DAILY . . 1,145,481
SUNDAY . 1,433,578

These averages represent a gain of 62,505 copies for the Daily News and 189,262 copies for the Sunday News during this period—by far the largest increase of any New York morning or Sunday paper.

These gains are particularly significant because they are practically all newsstand sales. Every day in the week more than a million people approach a newsstand, have six good morning papers to pick from—and choose The News! Buy it in preference to five others! Buy it in increasing numbers! More people than ever before are reading the most widely read newspaper in America. More advertisers than ever before are using the huge News circulations for new business and greater gains!





BROOKS'S MISCELLANY [5]

BROOKS'S
MISCELLANY
AND
GENTLEMEN'S
Intelligencer
FOR
1927

CONDUCTED BY
Notor

VOL. II. *January* No. 1

[illegible]

©Copyright, 1927
Brooks Brothers

Notoria

January, as we were all taught in school, is derived from the Roman *Janus*, always represented by the ancients as having two faces, since he was acquainted with both past and future events.

THE MISCELLANY, by virtue of the kindly reception accorded to its first twelve issues, is now entitled to look forward to another year's existence, and its editorial policy decrees that it is forever looking backward, as well. We therefore think it appropriate to present, as a kind of sponsor for its second volume the early nineteenth century representation of a *Janus*-like individual, a sort of homely tutelary deity, pictured below.

Moreover, in January, in this third decade of the twentieth century, the clothier may well take heed of the example of *Janus*, for it behooves him to look in two distinct directions — North and South. He must be prepared to outfit the man who wishes to enjoy to the utmost the delights of outdoor sport amid winter's snow and ice, and to furnish forth also the one who seeks relief from northern rigours in milder climes.

Brooks Brothers have ever been mindful of the claims of both of these contingents and, especially in the last few years, of the sojourners in the South. We therefore invite the attention of all at this time of year to our facilities for supplying their needs of this character. Our Palm Beach Branch, now open, in the

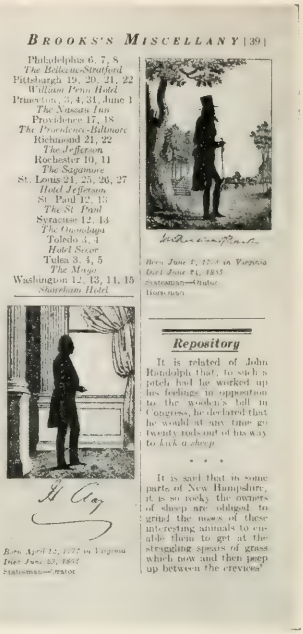


SOCIAL PICTURES
FOR JANUARY
1927

1 New Year's Day
3 Hockey: Princeton-Dartmouth, Madison Square Garden
6 Epiphany
TWELFTH NIGHT
8 Hockey: Yale vs. Notre Dame, M. S. G.
National Automobile Show, Grand Central Palace.
Mid-January Golf
10 Tournament, Pinehurst.
13 Racing, Jockey Club, Miami.
17 Midwinter Golf Tournament, Miami G. C.
18 Florida East Coast Golf, St. Augustine.
Halifax Golf Tournament, Ormond Beach.
20 ST. AGNES EVE
21 National Motor Boat Show, G. C. P.
24 Lake Worth Golf Tournament, Palm Beach, Fla.
Pekingese Club of America Dog Show, N. Y.
27 Am. Spaniel Club Dog Show, N. Y.
28 Polo: Midwick C. C., Calif.
Society of Beaux Arts Architects Annual Ball: Hotel Astor.
29 Automobile Salon, Hotel Drake, Chicago.
Hockey: Princeton vs. McGill, M. S. G.
National Automobile Show, Chicago.
31 St. Valentine Golf Tournament, Pinehurst.

A New Year's Call in the South, 1827

[3]



BROOKS'S MISCELLANY [39]

Philadelphia 6, 7, 8
The Bellevue-Stratford
Pittsburgh 19, 20, 21, 22
William Penn Hotel
Princeton, 3, 4, 31, June 1
The Nassau Inn
Providence 17, 18
The Providence-Biltmore
Richmond 21, 22
The Jefferson
Rochester 10, 11
The Sagamore
St. Louis 24, 25, 26, 27
Hotel Jefferson
St. Paul 12, 13
The St. Paul
Syracuse 12, 13
The Onondaga
Toledo 3, 4
Hotel Secor
Tulsa 3, 4, 5
The Mayo
Washington 12, 13, 14, 15
Shoreham Hotel

Repository

It is related of John Randolph that, to which a patch had he worked up his feelings in opposition to the wool-tax bill in Congress, he declared that he would at any time go twenty miles out of his way to kick a sheep.

* * *

It is said that in some parts of New Hampshire, it is so rocky, the owners of sheep are obliged to grind the noses of these interesting animals to enable them to get at the straggling spears of grass which now and then peep up between the crevices.

In the Style of 1827

THERE exists in this country today a curious interest in the quaint life and institutions of another time. The "Elegant Eighties," the "Mauve Nineties," and the darker ages as far back even as colonial days are enjoying a popular vogue in current literature, and this interest is being reflected from time to time in the advertising of various companies which have behind them the prestige of decades or even centuries which can easily tie in with and build up upon this vogue the reputation of their house and the dependability of their merchandise.

Brooks Brothers, New York clothiers, date their foundation back to 1818. It is a house of ultra-conservative traditions and deals in merchandise of the highest quality. Its files hold vast quantities of old documents, clippings, advertisements, periodicals, etc., which date all the way back to the time of its foundation. And from this wealth the company has drawn the material for a little house organ which has proved an invaluable builder of good will.

This house organ is issued monthly, each issue being printed in one color on different colored stock, coated, 7 by 3⅜ inches in size. The literary style, the typography, the whole style of make-up are clever reproductions of those of a bygone day. The illustrations are quaint reproductions of old cuts from books, magazines and newspapers long since forgotten. There are selected news items from the press of a hundred years ago, followed closely by an up-to-date calendar of events in the realm of the more fashionable sports and detailed itineraries of the firm's representatives throughout the United States, there are enlightening comments upon style trends, past and present, all handled in the literary style of the old days when style—literarily speaking—was style. Its name is characteristic and brings out all the quaint flavor of the whole—"Brook's Miscellany and Gentlemen's Intelligencer," described in a subhead as "A Compendium of Useful Information and Repository of Polite Anecdote."

THERE are not a great many concerns which could use material of this nature, for few have policies or sales problems similar to those of Brooks Brothers. But there are any number of users of direct mail who may be barking up the wrong tree in their advertising by trying to sell goods by too much high-powered material conceived in a manner out of keeping with the policies of their company. Brooks Brothers are consistent above all else, and no matter what some of our progressive young men may think of these policies, there can be no denying the fact that the house is here thoroughly and soundly registered as precisely the sort of concern as which it wishes to be known. Many companies in other lines might do well to study over their own problems with something like this in mind: Are we over-straining ourselves to sell more goods, when what we actually need is good will, the building of prestige and the firm establishment of our standing and policies in the minds of our customers and prospects, and if so, what can we do about it?

Brooks Brothers answered the question by giving their customers a peep back into another century, an optical relief from the strain of this hectic day.



Charm, brought about by the *Melba Technique,* is the Interrupting Idea of the advertising of Parfumerie Melba, Inc. Interrupting photographic illustrations show the numerous products, and strikingly symbolize the results of their use. This advertising is prepared by the Federal Advertising Agency, Incorporated, of 6 East 39th Street, New York.

A Catalogue of Contest Ideas

By Edgar Paul Hermann

Director of Publications, La Salle Extension University

THE way to find an effective idea for a sales contest is simple: Mix some imagination with the essentials of a successful, old idea.

The sales manager who is willing to brave the objections to sales contests, and to the after-effects that have sometimes followed poorly planned or poorly managed contests, is often confronted with the job of finding an idea with a bit of novelty in it.

If he goes about his job systematically, he will discover that hundreds of contest plans have been reported, but the chances are that none that he finds will fit his case exactly.

Certain ideas quickly come to him as obvious possibilities: games, races, trips, hunts; but usually they are as quickly discarded. If he makes an analysis, he may take a group of ideas with which to begin his thinking.

There is the struggle idea: battle, war, competition. That is the essence of most good contests. Then there is the reward idea. That also is essential. Publicity is usually an important factor. The winner wants his credit; he deserves his honors. A great deal can sometimes be built around the idea of loyalty, or of efficiency; or around the special objectives that may be carpentered into the contest. Craftsmanship, permanence and cooperation are other key words that may make good starting points. Speed may go hand in hand with struggle. The very business of the organization may suggest special forms of contests.

But to discuss some specific cases: No time need be spent on contests that take the form of football games, baseball games, field meets, tugs of war, and the like. Simple ideas based on games may be good if reasonable, and well adapted. If there is a new game popular among the men, it will immediately suggest itself. In any case, a game will enable the sales manager to form a league or to conduct a tournament, with the scoring rules based on sales objectives.

Similarly hunts and trips and races are common and simple. Treasure hunts, lion hunts, fishing trips, trips around the world, or even to the moon; foot races, auto races, aeroplane races. Many others in this classification are popular because they are easily visualized and are simple in form. War experience has suggested numerous contests: naval battles, trench warfare, forced marches, winning of commissions.

Spell downs and elimination contests of various forms have been successfully used. Challenges of various sorts are frequent. All of the above fall under the struggle idea classification. The list at the end of this article suggests numerous possibilities in this class.

In connection with the planning of a contest the reward idea comes up early. It is important. Among those that might be mentioned in passing are such things as vacations, trips to headquarters, banquets, honor symbols. Many organizations have built famous honor clubs—of the type of the president's cabinet, the thousand club, the million a year men, first thirteen, quota busters, score every week clubs, degree orders, honor rolls, point systems.

Two of the most important factors in the successful management of a sales contest are the preliminary publicity and the publicity while the contest is going on. Thinking on this subject has suggested contest ideas to some managers. There have been many contests based on visualization ideas: bust the thermometer, ladder, paint the map red, speedometer contests. The symbol idea has had its uses. There have been brown derby contests, president's cups, green vases, tokens, insignia, emblems.

There have been parades and rallies and other publicity ideas in contest form. The loyalty idea may at times be a potent one. Honoring popular individuals is its usual form. There may be a president's week, a do-it-for-Jones contest, a Smith circle, a sales manager's trip contest.

Cooperation is an-

[CONTINUED ON PAGE 76]



Courtesy National Cash Register Company

ALL companies do not have the facilities to stage as elaborate a party for their "Hundred Pointers" as did the National Cash Register Company when it sent its men to Cuba. But all sales managers have hopes, and most of them are at times hard put to it to devise new and more ingenious schemes to inspirit their men with such resources as they have at hand. This article does not attempt to give them detailed help. It is merely a "catalogue" of suggestions from which useful ideas may be taken in a moment when imagination and memory fail

TRUE TALK

Evidencing the peculiar power of certain business papers

PROPOSITION: Retail merchants and wholesalers were asked which brands of cheesecloth were the best sellers—and the reasons why.

STATEMENT: In the majority of answers, "Curity" cheesecloth, made by the Lewis Manufacturing Company, stood at or near the top. Some replies attributed "Curity" leadership to the advertising done in specified consumer magazines, notably The Ladies' Home Journal, The Saturday Evening Post and Pictorial Review.

HOWEVER—Neither "Curity" nor any other cheesecloth had been advertised to the consumer! "Curity" has advertised, intelligently and consistently in the Economist Group and one other business paper—with the logical result.

Conclusion: **Today retailers and wholesalers alike think of "Curity" as the leading brand, the biggest advertiser and the cheesecloth best known to the general public. Which is another proof that it pays to give your selling success a sound and sufficient framework.**

Tell and sell the merchant—and
he'll tell and sell the millions

The ECONOMIST GROUP

DRY GOODS ECONOMIST

DRY GOODS REPORTER *DRYGOODSMAN*

Should the Manufacturer Share the Retailer's Advertising Cost?

By Hugh Strong

WHEN a retailer places in his paid space in a local newspaper the announcement of a manufacturer on the so-called fifty-fifty basis, are the benefits fifty-fifty? Can the arrangement be said to be in every sense an equitable one?

Probably it was the automobile manufacturer who made the fifty-fifty deal popular. At any rate, that a considerable amount of automobile advertising in newspapers is inserted on this basis is a matter of common knowledge. Recently the idea has been spreading to other fields, and various modifications of it are discovered, for example, in several of the lines carried by the average department store.

Modern efficiency in advertising and merchandising necessarily has given considerable attention to "tie-up." This new term is used to describe whatever means may be taken to identify a nationally advertised product with the dealer who sells it

In recent times, several manifestations of the idea have been observed. Some national advertisers print in their announcements in media of general circulation lists of the names and addresses of local dealers for the convenience of consumers who may be interested. Another method, in connection with newspaper advertisements inserted by a manufacturer, is to invite dealers in the local field to buy space adjoining the announcement for the purpose of giving their names and addresses as retailers of the merchandise advertised.

Now comes the newest development, the fifty-fifty deal, by which a department store, for example, is solicited to advertise a certain product in its daily advertisement, on an agreement that one-half the cost of the space thus used will be taken care of by the manufacturer of the article. What is to be said for this arrangement, both *pro* and *con*?

First, from the standpoint of the manufacturer, it must be admitted without question that he gets a good tie-up. Securing for his product the attention of the readers of the department store copy, with the endorsement, implied at least, of the big local dealer, surely means that the journey of the product from the manufacturer to the consumer is greatly facilitated.

Secondly, there is the matter of the advertising rates. Department stores, as largest newspaper advertisers, are recognized as close buyers of space. It is safe to say they pay less than so-called "foreign" advertisers pay.

Moreover, by having the placing attended to by the department store, a manufacturer saves himself trouble and expense. And yet the division of fifty-fifty applies to the actual cost of the space to the department store, with nothing added for overhead expense in the advertising office of the store.

That is, unless the retailer includes in the agreement a clause to the effect that settlement is to be made on the basis of cost plus a certain percentage to cover such overhead expense as salaries of the dealer's advertising staff, the larger burden of expense is borne by the retailer.

FURTHER, some retailers object to devoting space in their daily announcements to the advertising of trade-marked articles. These advertisements, if paid for either wholly or in part by the manufacturer, naturally are written from the standpoint of the latter. They play up the name or trade-mark, and the description of this one particular article to the exclusion of other articles of a similar nature which may compose the dealer's assortment.

Merchants of an analytical turn of mind are asking themselves the question: Is this good business for us? Exactly how should we handle such matters and how far should we go along this line of advertising?

Does this development, if carried to excess, threaten the integrity of the dealer's own advertising? One may say that the ideal method to be followed in the preparation of a store's daily advertisements is to consider each item on its own merits and in relation to the stock as a whole. Having reference to the entire assortment, what item or items can be advertised most advantageously from the store's own standpoint, considering immediate results and cumulative benefit, and what would be a reasonable expenditure for this item or group of items?

DOES the consideration of advertising allowances from manufacturers introduce a harmful element? Or is something of this kind the ultimate and ideal method of advertising merchandise sold in retail stores, as affording maximum tie-up?

The aim of the present writer is not to answer this last question but simply to bring it up for discussion, mentioning some of the elements that appear from the retailer's viewpoint. Where is this new element leading to, and how far is it going to lead? Is the department store advertising of the future to be composed largely of various announcements of specific manufacturers as a means to securing for their products the best possible tie-up? Or even if this new plan is destined to be found of value to a limited extent only, what is the most equitable apportionment of expense between manufacturer and dealer?

Department store buyers are able to throw various interesting sidelights on the subject. The offer of a manufacturer to pay fifty per cent of the cost of advertising a certain brand of goods may be made contingent upon an order of a certain size being placed. Or possibly an order of specified size may carry with it the privilege of a free advertisement: one to be paid for entirely by the manufacturer but inserted in the retailer's space and under his name.

Certainly, too much cannot be said in praise of the general theory of cooperation between manufacturer and retailer along whatever lines may prove to be sound and advantageous in a permanent way.

There's a BUILDING BOOM *on* MIDWEST FARMS *—and materials are now in demand*

PROSPEROUS farm conditions throughout the Middle West, better farm credit, more diversified farming—all these factors are encouraging farmers to make extensive repairs and improvements on their property.

Capper's Farmer foresaw this building activity months ago and was ready to take a big part in it. Last January it established a building service, more ambitious and more practical than that of any other farm publication.

This *Capper's Farmer* program includes monthly articles on building by practical farmers who write from actual successful experience with certain building plans. It shows types of houses which State Agricultural Colleges have found to be most suited to certain localities. It offers farmers complete blueprints of these dwellings and of every other type of farm building as well—barns, garages, machine sheds, poultry houses, hog houses. It gives the farmers every incentive to go ahead and build *now.*

Already *Capper's Farmer* has distributed to farmers by request 370 separate building plans, involving the expenditure of $1,100,000 to $1,250,000.

And the building season is only just getting under way!

It's a golden opportunity for the manufacturer of building materials. As the Agricultural Publishers Association recently announced in a special bulletin, *"The farm field offers best market for building materials."*

These Midwestern farmers will need everything from floors to roofs—cement, lumber, weatherstripping, paint, plumbing supplies, electrical fixtures, wall paper. They've got the money to buy the best, too.

They turn to *Capper's Farmer,* as a matter of course, for all their information and advice in building. What more logical place, then, than *Capper's Farmer* could the advertiser of building materials pick to tell his sales story to these farmers?

M. L. CROWTHER
Advertising Manager
Graybar Bldg., New York City



Sell *this Territory thru* **Capper's Farmer**

Circulation 815,000 Published at Topeka, Kansas, by Arthur Capper

THE MIDRIFF OF THE WORLD IN THE MIDWEST OF THE NATION

The 8pt. Page
by
Odds Bodkins



IN my very humble opinion the tobacco interests are making a serious mistake in letting down the bars and advertising cigarettes to women. I believe this advertising is going to do more harm than good to the cigarette as an institution. It is calculated to fan the ire of the anti-cigarette cranks (who are always smouldering) and cause them to blaze up and express themselves in a movement for hostile legislation.

It wasn't drinking that brought about prohibition, but the offensiveness of the corner saloon. The corner cigar store, which has taken its place, can ill afford to develop into an institution which offends the sensibilities of the American public. And to risk it is so unnecessary. It recalls a fable, written by a man by the name of Aesop, about a dog and a bone and the mirroring surface of a pool of water.

—8-pt—

A member of the staff of this illustrated journal of marketing relates that on his way from Chicago to St. Paul recently he fell in with the proprietor of a chain of three very fine grocery stores.

The two men rode together and talked merchandising. During the course of the conversation the chain grocer confided that he had his own brand of coffee, not from choice but because he had been forced into it.

"Five or six years ago," he said, "all our coffee sales were spread over about twenty brands. You could buy them at any store and all of the other stores made leaders of them so that they gave us no profit—we had to meet the price. We decided to develop our own brand to insure a legitimate profit on coffee customers. When a customer acquires a taste for our coffee he always has to come back to us, for we blend it ourselves, and he can't get it elsewhere. He not only buys coffee but he buys other groceries. Today, sixty per cent of our business is in our own brand—the balance is scattered over eighteen to twenty nationally advertised brands."

I am not a rabid price-maintenancist but there is in this situation considerable food for thought.

—8-pt—

How careful manufacturers should be in illustrating their advertisements:

Alan B. Sanger sends me a page torn from the *New York Evening Post Literary Review* containing a review of Theodate Geoffrey's book, "An American Housewife in Japan," in which the following occurrence is related.

Mrs. Geoffrey's butler, Suzuki, answering her ring at her own front door, bowing obsequiously, but clad in a brand new fleece-lined union suit. Thinking him drunk, she awaited, locked in her library her husband's return. He rebuked Suzuki.

"Don't you ever dare to answer a bell in this house without being properly dressed."

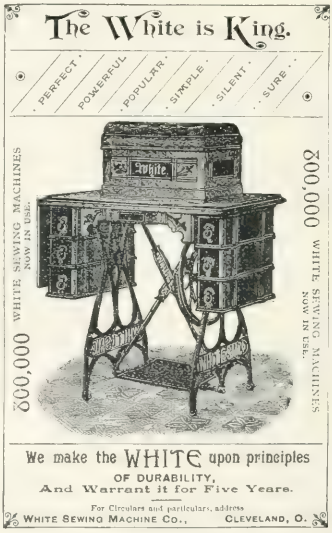
Suzuki launched himself across the room, snatched a copy of the *Saturday Evening Post* and displayed a double-paged advertisement of an airy gentleman promenading in a well-known brand of underwear.

"See master," cried Suzuki, dramatically, "bell ring, me all dress. New clothes all the same as American gentleman. Very *hi kara*."

Hi kara is Japanese slang for high collar, the first adopters of Western dress in Japan wearing the cuff-like collars of American dudes of the eighties. By extension, of course, it means *recherché*, nifty.

—8-pt—

Sometimes I find myself wondering if, after all, we have made so much progress in advertising, with all our art and atmosphere and copy sophistication.



I have a sneaking suspicion that the old advertisements with their funny display, like this White advertisement, "did a job."

—8-pt—

In a recent address in the West, O. H. Cheney, vice-president of the American Exchange-Irving Trust Company, New York, observed jokingly that Mr. Ford had it in his power to solve the farm problem.

"I now assert the inalienable right of every Eastern business man to solve the farm problem," said Mr. Cheney. "One trouble with American business today is that it has too many rear-seat drivers. You know Mr. Ford could solve the farm problem tomorrow. All he needs to do is to build every farmer's tractor with a rear seat for an Eastern banker or business man."

One of those jests that is about one-fourth jest and three-fourths truth!

—8-pt—

The post brings me a bulletin from the Superintendent of Documents, Government Printing Office, Washington, announcing a new publication of the Domestic Commerce Division of the Department of Commerce entitled "Retail Store Problems," described in a subtitle, "Factors in Successful Retailing."

Eight subjects are discussed in this publication, a compilation of eight separate studies of which 160,000 copies have been distributed. The eight studies include:

Measuring a Retail Market
Retail Store Location
Retail Store Planning
Budgetary Control in Retail Store Management
Education of a Retail Sales Force
Cooperative Retail Advertising
Department Leasing in Retail Stores
Vehicular Traffic Congestion and Retail Business.

This publication may be obtained for twenty cents. If it sold for $20 it would doubtless be in great demand! I wonder if it would not give many national advertisers a valuable slant on the retailers' problems that would enable them to cooperate more intelligently with their retail distributors.

—8-pt—

Birthright for sale for mess of pottage:

TITLED FOREIGNER desires to sell use of name for advertising purposes. 2480 Times Annex.

No use to answer this want-ad, for I have changed the number.

A thing of Beauty is a road to *Profit!*

Stop to observe the women who pass through the revolving doors of the smartest department store. You will probably be surprised to note how few are well tailored.

Out of a hundred that pass your vantage point, a mere handful—say four or five—justify your mental ideal of a smartly gowned woman.

Five in a hundred. And (if the Springtime has not filled your mind overmuch with the memory of the five) you are likely to return to your desk fully determined to manufacture, sell, and advertise to the ninety-five.

But follow these hundred women inside the store and up to the dress-goods counter. If offered a choice of several designs—all priced the same—the entire hundred will walk up to buy the one or two designs of which the experts have previously said, "These are the best."

Up in the Furniture Department your experience will probably be duplicated. The majority of your hundred shoppers will step over to the choicest set of furniture on the floor and ask, "How much?"

Why, then, are so many women dowdily dressed? Why are so few homes tastefully decorated?

Some women, of course, are born flat-footed. Many homes cannot bring themselves to part company with the golden-oak dining-table and the Mid-Vic settee. Purses differ in their bulge. But make no mistake about this — American women are born with a sixth sense of the ultra-modern, the voguish, the truly beautiful.

What is it you make and sell? Hats? Automobiles? Toothpaste? Compound it, design it, advertise it to appeal to the five, and you will interest the ninety-five.

Manufacture and advertise to the ninety-five? The entire hundred will put you down as "old-fashioned."

GEORGE BATTEN COMPANY, INC.

Advertising



Tomorrow's Business and the Stream of Life

[CONTINUED FROM PAGE 20]

be on the alert as never before. They must understand *why* things are happening, as well as recognize that they *are* happening.

There is a simple and rather picturesque figure of speech which to me explains the whole situation. It is not a new figure, but it is perhaps rather new in its application to American business. I refer to the expressive term, "the stream of life."

"The stream of life" in America has become swifter since the World War. Where prior to 1914 it flowed along with a strong, steady sweep, rather placid on the surface because of its depth, and carried business and industry along on its bosom safely and steadily, it is now more like a racing spring freshet. It is as though for the period of the War the stream had been dammed up to form a great lake; and as sediment which has been carried along in a rushing stream settles when the stream spreads out to form a lake, so a great many of our old habits of thought and action, and of our old ideas and customs and methods, settled to the bottom of this four-year lake. And while they were settling we were learning from our war experience many new things: about production and distribution, about communication and transportation, about efficiency and organization, about physics and chemistry and about human nature.

We discovered "simplification." Radio was developed; the science of flying was accelerated by a decade at least. Synthesis and interchangeability took on new meaning in industry. Time took on new significance. Life took on new values. We learned to do without this, and to substitute that —and discovered that we were not seriously inconvenienced. Our minds stretched; we grew accustomed to thinking in millions—yes, in billions. We organized ourselves on a scale never before approached in the world's history: A. E. F., Red Cross, Y. M. C. A., Y. W. C. A., Knights of Columbus, Liberty Loan, the Draft, Fuel Administration, Food Administration, Railroad Administration, War Industries' Board. Science and invention put on seven-league boots. We made years of normal progress in a matter of months, and we sloughed off old conceptions, limitations, ideas, customs and methods with equal speed.

Then, suddenly, the artificial dam of the war was removed, and the stream of life went surging forward—rushing with a four-year "head" behind it. Temporarily at least, the stream of our life here on the North American continent has become turbulent, with the turbulence of shallow water.

The factors that developed depth in the old stream of life: factors such as water-tight orthodox religion, the confidential character of our financial affairs (since laid bare by the Income Tax), the habit of placing long-quantity orders for manufactured products, the custom of living privately inside the four walls of our homes with our families, the practice of buying books according to our own tastes rather than by the year according to the tastes of an editorial board, the habit of waiting for paint to dry, the —but you can complete the list for yourself with the factors that used to make the business or industry with which you are connected a fairly stable one in "the old days." These factors have disappeared to a larger extent than we perhaps realize. Our life has become swifter; we have become less patient, more restless, more honest with ourselves, more curious; more tolerant in some ways, less tolerant in others. We are quicker to take up new ideas, to sample new products, to test new services—but quicker, also, to toss them aside if they do not suit us.

Hand-to-mouth buying is more than a merchandising discovery or the natural caution exercised in doing business in a falling market; it is a reflection of the merchant's instinctive fear that the swift-moving stream of life will carry a fickle public past his counters before he can empty them.

It is not so much the active desire to own a radio set that has caused millions of American families to give up the privacy of their homes and invite in a promiscuous collection of jazz bands and after-dinner speakers and symphony orchestras and bed-time story tellers and morning exercise drill masters as it is the fear that without a radio set the stream of life will sweep by; the fear that their neighbors will leave them behind in their knowledge of what is going on in the world, and in their participation in it all.

Fifteen years ago Lewis Browne's book, "This Believing World," would very likely have caused a furor in America. Today people are traveling



Courtesy Roxy's Theatre



© Brown Bros.

The American family is growing impatient with anything short of personal mobility, and the two-car garage is replacing the garage for one. New diversions abound. Motion picture houses thrive on a scale unprecedented. Popular preferences change overnight, and the businesses and industries affected cannot hope to argue people back into habits of a former day

"7 or the 4,000,000 — not the 400"

THE number of individual savings bank depositors throughout the country has increased 310% during the last twelve years. Proof enough that the 4,000,000 and not the 400 constitute a new buying market.

Going into more than half a million homes of the prosperous younger element, SMART SET reaches this new market. And advertisers say SMART SET produces sales at the lowest cost. It should, for it reaches the younger buying element—*buyers for the next forty years.*



SMART SET

R. E. BERLIN, *Business Manager*
119 West 40th St., New York
Chicago Adv. Office, 360 N. Michigan Ave.

Selling

should be done by salesmen—
finding prospects should be
done by advertising.

"Leads"

keep salesmen happy—and dealers
interested in the line.

Costs

of selling are lowered when cost of
not selling is eliminated.

Less

turnover in salesmen and in dealers,
less selling expense, more profits
follow the use of Caxton
a. d. a. Let us prove it.



THE CAXTON COMPANY

CLEVELAND

too fast to be particularly concerned over a book that carries away the folklore foundation from under orthodox religions with a stream of historical interpretation that seems to put an entirely different complexion on the Bible. If they read it at all, they read it with the tolerance of a business man passing on a piece of advertising copy when he is rushing off to catch a steamer for Europe.

The two-car garage is not a necessity, yet real estate men in the suburbs are beginning to find one-car garage houses rather harder to sell than they were yesterday. The American family is growing impatient with anything short of individual mobility—instant, personal and fast. In the stream of life!

BUT return to the practical consideration of how we, as American business men, can meet the indifference that may face our enterprises or our industries as a result of what might be called the new American *temper*, in differentiation from the new American *tempo* ("The New American Tempo," ADVERTISING & SELLING for May 25, 1926), and perhaps turn it to our benefit.

First, we must recognize it for what it is: a speeding up of the stream of American life that is carrying everything before it as it surges through the cities, towns, and villages of the nation. As this stream sweeps on, it leaves little eddies along the shore, quiet little bayous and backwaters. And it is in those places that some businesses find themselves today, and many more may find themselves tomorrow, with sagging sales curves. The responsible heads of these businesses may ascribe the falling off to some specific cause or causes, and doubtless they will be correct in their analyses. But, fundamentally, the trouble is that their business, or the product or service or facility they have to sell, has been crowded over to the edge of the American stream of life and has drifted out of the current.

We see old, well-established businesses which have enjoyed sales prosperity for generations floundering around almost in bewilderment, seeking for ways to brace sinking sales graphs. We see whole industries rubbing their eyes and asking what is happening. We see all kinds of schemes being tried in a vain endeavor to *force* sales: to lure, wheedle, surprise, almost to trick people into buying as they used to buy. We see boards of directors of great industrial and manufacturing enterprises hopefully placing aggressive young managers at the helms of their enterprises in an effort to wake them up in a sales way, to lift them out of their heavy sagginess and onto the plane of the lusty younger industries: the motors, radio, electric household utilities and the like.

The hope of these younger managers, the hope of any executive with the responsibility of a business that is falling behind, or threatening to sag seriously in its sales, is in the recognition of the fact that whatever the immediate cause of the slumps may be, fundamentally the trouble is that the business or the industry is getting over to the edge of the current of the stream of life, if not entirely out of it.

Either of two courses of action is open to them: The first is to accept an out-of-the-current status and plan

The Kansas City Star goes Everywhere in Kansas City



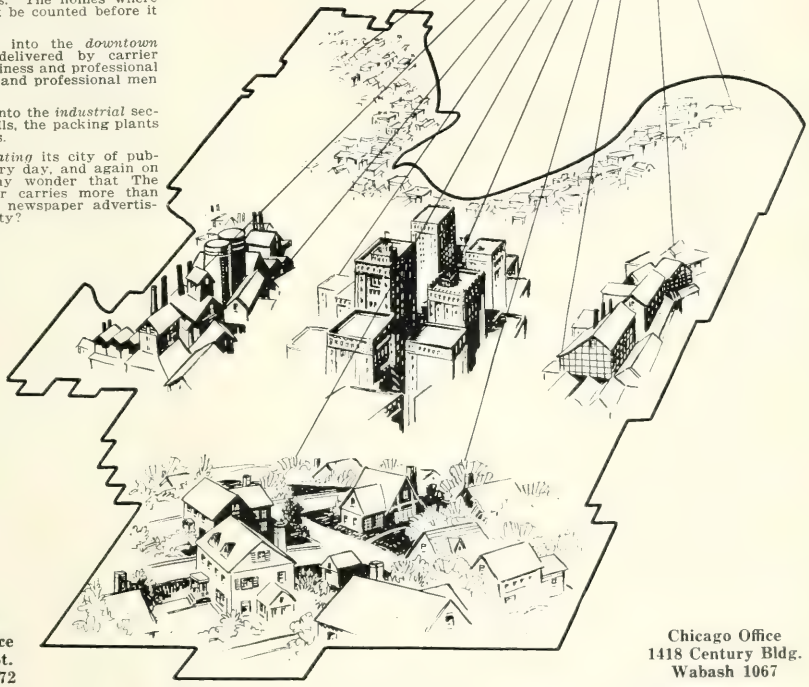
SO *thorough* is The Kansas City Star's circulation, so *complete* its coverage, that there are actually delivered by carrier, *twice* daily in Greater Kansas City, more copies of The Star than there are families in the city.

The Star goes into all classes of homes. The homes of the *rich*. The homes of the *near-rich*. The homes of the *middle* classes. The homes where every penny must be counted before it is spent.

The Star goes into the *downtown* sections. It is delivered by carrier into the city's business and professional offices. Business and professional men *need* The Star.

The Star goes into the *industrial* sections, into the mills, the packing plants and the factories.

Literally *saturating* its city of publication *twice* every day, and again on Sunday, is it any wonder that The Kansas City Star carries more than two-thirds of the newspaper advertising in Kansas City?



New York Office
15 East 40th St.
Vanderbilt 10172

Chicago Office
1418 Century Bldg.
Wabash 1067

THE KANSAS CITY STAR

"A Quarter of a Million Twice a Day"

CHILDREN
The Magazine for Parents
353 Fourth Avenue, New York

Announcing an Increase in Circulation and a Corresponding Rise in Advertising Rates

CURRENT advertising rates in CHILDREN, *The Magazine for Parents*, have been based on a guarantee of 40,000 net paid circulation. On June 1st, 1927, this guarantee will be increased to 60,000 net paid, A. B. C., average 12 months, and the rate correspondingly increased from $250 to $375 a page.

Before June 1st, advertisers may place contracts for the following twelve issues at the present $250 rate. These contracts will hold even in the event of further rate increases during the year.

Such orders may carry definite insertion dates, or be left on open schedule. In the latter case, however, they must be validated by an insertion not later than the September, 1927, issue.

Although not quite one year old, CHILDREN has already exceeded even the expectations of its publishers in the rapidity of its growth. Its articles are the subjects of discussion in literally hundreds of Parent-Teacher Associations, women's clubs, and child-study groups. Specialized, technical publications there have always been in this field; never before, however, has there been a popular magazine, published for alert parents, on the thousand and one newly discovered facts relating to the care and training of children from crib to college.

We also take this occasion to announce the appointment as our Western Representative of Straud Galey, 111 West Monroe Street, Chicago, Ill. Telephone, Randolph 3214.

to make profits on a flattening or flattened sales curve. (Admittedly there are some businesses that can hope to do no better. The sooner they reconcile themselves to their fate and trim sail accordingly, the better off their enterprises will be; for a well managed business with a horizontal sales "curve" may well be more profitable than a business with a rising sales curve, if the "rise" is being bought at too high a price).

The alternative is to force the business out into the current again; a move that can be attempted in at least six ways:

1. By finding or developing a new market or a new use.
2. By revising the product or service to fit new needs or ideas.
3. By increased, or more intelligently applied, advertising and sales pressure.
4. By developing some new product or service to add to, supplement, or supplant the present one.
5. By developing a new sales or distribution policy or method more in line with the new American tempo and temper.
6. By studying the plant (or the organization if it is a service business rather than a manufacturing business) as a means of service, and working out some new or more modern way to use it to serve the public more acceptably.

It is not the purpose of this article to attempt to prescribe definitely for any particular case, but rather to establish the fact that many of the old specifics have lost their potency as applied to the present-day situation of a business that seems to be drifting into a back-water eddy.

FOR example, if the American public has grown so busy, and so accustomed to telephones for communication that it is losing the art of polite social correspondence and consequently the demand for fine social stationery is falling off somewhat disconcertingly, no mere matter of advertising ingenuity is going to *make* people return to old habits of correspondence.

Or if the railroads and steamships no longer require a certain type of mechanical equipment because of fundamental changes in motive power, no amount of "high-pressure" salesmanship is going to keep orders flowing into plants which formerly were hard put to it to turn out that type of equipment fast enough to supply the demand.

Or, if people are beginning to lose some of their zest (or need) for shopping by mail (as some mail-order men have admitted to me privately they fear is the case), simply to make the catalogue descriptions more enticing or the price a bit more attractive is not going to rejuvenate the mail-order business.

Or if people would rather ride in automobiles or go to the movies or sit and listen to the radio than do a dozen other things, the businesses or industries affected cannot hope to argue people back into their old habits.

The stream of life in America will flow on in spite of everything. Business men can try to dam it (or they can damn it!) as they will, but it will not work for them unless they flow along with it; unless they launch out into the current and keep in the current.

Let us give a thought to that word "current," for it has an important

Statement of Average Daily circulation for the six months ended March 31, 1926, shows

THE CLEVELAND PRESS *at a—*

New high Level!

235,458

No Circulation Schemes Ever Employed!
No Circulation Bought!

THIS enormous total circulation—235,458—is the largest ever attained by any daily newspaper in the state of Ohio, an increase of 8,971 new daily subscribers in six months.

193,110
CITY CIRCULATION

The Press has gained 9,351 new city subscribers in the past six months, and now has a coverage of approximately one newspaper for every English-reading family in Cleveland.

82% (193,110) of Press "total" circulation (235,458) is *concentrated* among the people who live within a car-ride of down-town Cleveland.

In the face of three of the largest newspaper circulation contests in the history of American journalism, despite the fact that one of its contemporaries has combined its circulation with that of the discontinued "Times," The Cleveland Press has again swept forward to new high levels of community interest and reader approval.

Holding true to the sound editorial and business principles that have kept it foremost for nearly 50 years, The Press today has attained the greatest reader-following ever accorded a newspaper in Cleveland or in the state of Ohio.

Proud of its standing in the community! Steadfast in its ideals of a clean, home newspaper, The Press has earned its right to Leadership.

The Cleveland Press

NATIONAL REPRESENTATIVES:
250 Park Avenue, New York City
DETROIT : SAN FRANCISCO

FIRST IN CLEVELAND



ALLIED NEWSPAPERS, INC.
410 N. Michigan Blvd., Chicago
SEATTLE : LOS ANGELES

LARGEST IN OHIO



One picture will
Take the place
Of a thousand
Ordinary words.

One *Apeda* photo
Will take the place
Of a thousand
Ordinary pictures!

Sell it the *Apeda* way!

Apeda Studio INC.
PHOTOGRAPHERS
212 West 48th Street
NEW YORK
CHIckering 3960

WHEN the requirements of a piece of copy are made clear to us, in nine cases in ten it comes out right the first time— ***and it costs no more!***

Write for booklet

E. M.
Diamant
Typographic Service
195 Lex. Ave. CALedonia 6741

The Only "Denne" in Canadian Advertising

Canada may be "just over the border," but when advertising there you need a Canadian Agency thoroughly conversant with local conditions. Let us tell you why.

A. J. DENNE & Company Ltd.
Reford Bldg. TORONTO.

Jewish Daily Forward, New York

Jewish Daily Forward is the world's largest Jewish daily. A.B.C. circulation equal to combined total circulation of all Jewish newspapers published. A leader in every Jewish community throughout the United States. A Home paper of distinction. A result producer of undisputed merit. Carries the largest volume of local and national advertising. Renders effective merchandising service. Rates on request.

bearing on the problem of overcoming or anticipating the public's indifference. The public's *current interest* is what forms the current of the stream of life, and it is to this interest, in a fundamental way, that the business man must cater if he is to flow with the stream. But he must be cautious in launching out into it. When it is rushing on at the rate that it is today, there is danger of getting caught in some whirlpool and mistaking the swirl of the pool for the onrush of the stream.

There are numerous exciting whirlpools in today's stream of life which are proving irresistible to many manufacturers. For example, there is the whirlpool of the electric refrigerator and the whirlpool of the oil burner, and there is the "smart low-priced car" swirl. There are numerous others that seem to have a peculiar fascination for the men who are sailing their business barques in the stream of American business. Some manufacturers will continue to whirl at a dizzy speed (mistaking rotation for progress) until they are sucked down; others will gain strength from the very struggle of resisting the downward pull, free themselves ultimately from the swirling maelstrom, and float off serenely on the bosom of the stream: the electric refrigerator, the oil burner, the small car successes, established and profitable—leaders in tomorrow's industrial autocracy, with sales curves shooting sharply up.

ONE reason for these whirlpools is the lesson taught to American manufacturers by the war: that they could make whole classes of things with a given type of production equipment. Another is the excess production capacity of American industry.

The manufacturer looks over the fence and discovers that the idea of electric refrigeration, say, has captured the imagination of the public. Arriving at the office Monday morning, he sends for his general manager.

"John," he asks, "couldn't we make electric refrigerators in our plant?"

John considers for half a minute. Visions of small motors, copper tubing, cabinets bought from some ice-box manufacturer. . . .

"Sure," he says.

And after a few hours or weeks, as the case may be, another manufacturer is sailing out into the stream with a new electric refrigerator. Something over a hundred and fifty of them were in the whirlpool at the last count—and there is no telling how many more are ready to be launched.

The following experience of an advertising agency solicitor is a humorous commentary on the situation. "No," said the president of the bath room fixture company, who was being solicited by this agency representative. "We are not interested in changing agencies. Our present agency understands the plumbing field and is doing good work for us."

"But how about your electric refrigerator?" asked the agency representative in a confidential tone.

The president's face was a study. "Who told you we were working on an electric refrigerator?" he demanded, glancing around furtively to see that the doors of his office were all closed.

The agency man smiled, "Nobody. Tell me about it, won't you?"

Fortunately, the president had a

sense of humor and forgave him. And before he left he confessed that when he had come in he had not been quite sure whether to ask about the manufacturer's electric refrigerator or his oil burner.

Now, the electric refrigerator or the oil burner will probably be the salvation of some businesses; but for others which rushed to adopt them without realizing that the real problem in connection with those two appliances is service, not production or sales, they are going to be entered in red on the company's books as costly experiments, as ill-considered dives into the turbulent stream of American life.

I think it may be set down as a wise rule, that in attempting to steer a business back into the stream of life the barque used should be of a type one is accustomed to sail. That is to say, it is dangerous to venture out into the stream with a product or a service, the making or marketing of which is too foreign to one's previous experience.

I BELIEVE also that with the stream of American life moving as swiftly as it is, the American business man will do well to hug the shore until he gets the feel of the current, and if and when he does get out into the stream, to bear in mind two facts:

First, that he is likely to face stiffer competition than he has ever faced before—and face it more promptly; and that if he is to hold his place on the bosom of the stream he will have to push his business aggressively, with forceful advertising and sales effort.

Second, that the American business man cannot build for the distant future with anything like the assurance of permanency he formerly enjoyed. Invention, scientific progress, and social evolution are moving at too swift a pace. Consider, for instance, two of the developments already mentioned: the electric refrigerator and the oil burner. (They are cited as illustrations not because they offer any greater hazards than forty other industries, but because they stand out so sharply as promising new industries just now very much in the stream of life). Both may develop into substantial industries that will thrive for a century. On the other hand, someone might develop a simple process of mechanical refrigeration that would crowd the present electric refrigerator over to the edge of the stream in a surprisingly short time. The oil burner may be the ultimate form of heating, but it may also prove to be only a comparatively brief phase we are going through in the transition from the clumsy and wasteful use of coal to the efficient use of some other form of fuel or energy, or to the use of coal or oil in some as yet undiscovered way that would render all of our present heating equipment obsolete.

The point is, that because a thing is modern or serves a present need is no sign that it is permanent.

At the same time the present makers of electric refrigerators or oil burners or other products of "current" interest will better be able to adjust themselves than newcomers in the field, and they will be reasonably safe if they visualize their problem as one of making refrigeration, rather than an electric refrigerator; heating equipment rather than an oil burner.

This does not mean that a manufacturer should change his plans with every shift of the wind, or give up just

The Net Paid

CIRCULATION

of

The Detroit Times

As published in the Post Office statement for the six-month period ending March 31, 1927, was

Sunday — 326,875

Evening* — 294,183

In comparison with the corresponding six months' period ending March 31, 1926, the average net paid circulation of The Detroit Times shows an

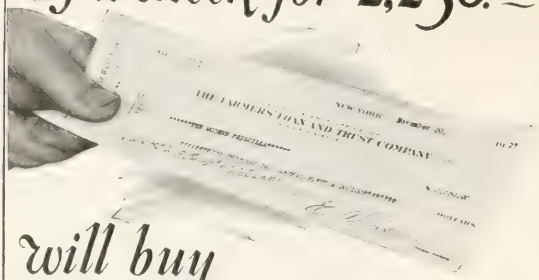
Increase of 22,096 Sundays

and an

Increase of 52,702 Evenings

*Evening except Saturday

If a check for $2,250.00



will buy 18,000 inquiries-



Then what might you expect from a campaign in such a magazine?

Write for graphic story of how the manufacturers of Soiesette secured phenomenal results through the use of Modern Priscilla as the backbone of a great campaign on their famous textile product.

MODERN PRISCILLA
ARTHUR J. CROCKETT, *Advertising Director*
470 Atlantic Avenue Boston, Mass.

Established 1905 BAKERS HELPER Chicago
A.B.P. and A.B.C. Published Twice-a-month

Bakers' Helper is the oldest magazine in its field. It has given practical help to bakery owners for 40 years. The fact that over 75 per cent of its readers renew their subscriptions by mail shows they want it.

New York Office 17 E. 42nd St. 431 S. DEARBORN ST. CHICAGO, ILL.

ADVERTISING DIGEST

Selling Aid Advertising Digest, issued monthly, keeps you abreast of new ideas. Indexes *all* articles in current issues of advertising publications. Classified under subjects and lines of business, etc. Clearing house of profit-winning data, plans, etc. Send 10c. with your letterhead, for sample, plan, cost, etc.
SELLING AID, 622 No. Michigan Avenue, Chicago

Put "Life" in Your Window Displays



through the use of our **Mechanical Advertising Books.**

Leading firms report greatly increased sales as a result. So will you. Write for interesting particulars.

CHESTER MECHANICAL ADVERTISING CO. Inc.,
188 West 4th Street, New York City

because some strong new competition develops; but it does mean that he should know which way the breeze is blowing and whether he is running with the wind or tacking. And it means that he should study constantly the public's needs rather than concentrate his study on his own product or his own plant.

The new American tempo and the new American temper seem to have greatly increased the value—and the necessity—of advertising as a business force or facility, and as an instrument of strategy. Whereas the business man of 1900-1914 faced the same need of keeping his business in the stream of life (and the successful businesses were the ones that were out in the current), he could afford to sail slowly, choosing his own rate of progress and electing to advertise or not as he saw fit. Today the public and his competitors virtually set the pace for him. He must maintain his position out in the stream, or he will be forced over to the edge and find himself in sluggish water.

If he hopes to succeed in any large way he must fight for a place out where the current is strong, for it is there that volume business will be done. But from now on it is going to take very skillful piloting to keep a business out in the stream. And it is going to take sales and advertising genius of a new order—sounder, more intelligent, more definitely resultful.

Will It Work?

[CONTINUED FROM PAGE 27]

to dramatize the career of a self-made man who has come up from the coal pits of obscurity to a high pinnacle of industrial leadership. The methods which he has employed, the motives which have animated him, and his attitude toward his fellow beings may all be capable of an honest presentation which wins for him a popular regard that may be merited even though artificially stimulated. The personal career of the super-publicity man apparently does not yield the same ingredients. Already there have been sarcastic and well conceived editorial comments on the revelations of publicity practices contained in Helen Woodward's "Through Many Windows," and she no doubt would disclaim any suggestion that she was a super-practitioner of the propagandist "profession."

These public relations experts have always been very insistent upon disassociating themselves from the old press agent, and more recently they have manifested a similar desire to disclaim any association with the ordinary advertising man. The old press agent was crude, no doubt; but he really was, on the whole, measurably honest. He usually let it be known frankly whom he represented and what his real purpose was. Shrewd and jovial he discovered by his first-hand contacts with human beings many of the legitimate principles from which both modern advertising and modern propaganda are derived; and it is the writer's opinion that of the two advertising has inherited the greater proportion of his virtues.

By this analysis the advertising man

Where Business Leaders talk to Business Leaders"

WHEN a leader of business speaks, all business listens.

And in System, THE MAGAZINE OF BUSINESS, more than in any other magazine, Captains of Industry and of Commerce talk to the men who stand at the helms of American businesses.

In April

"Meeting the Problems of Hand-to-Mouth Buying"
JAMES H. PERKINS
President, Farmers Loan & Trust Co., N. Y.

"'U. S. of E.' as a Competitor"
JULIUS KLEIN
Director, Bureau of Foreign and Domestic Commerce.
Delegate to the International Economic Conference at Geneva.

"Our Credit Situation is Sound But . . . . "
JAMES H. TREGOE
Executive Manager, National Association of Credit Men.

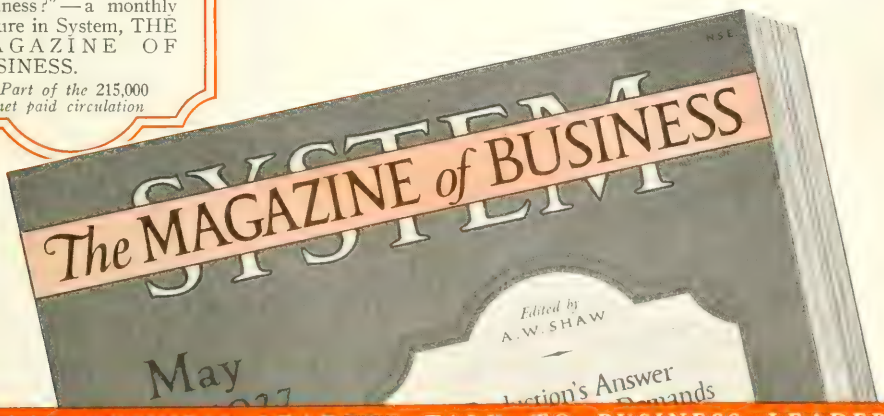
Likewise in recent issues you find contributions of Henry Ford, Governor Lowden, Charles E. Mitchell, Senator Capper, Louis F. Swift, Albert L. Salt, etc.

To reach men of affairs, address them where the topics of greatest moment are discussed by leaders of business —in System, THE MAGAZINE OF BUSINESS.

21,000 American Business Leaders Direct This Magazine*

Over 21,000* presidents, vice-presidents, or similar corporate officers, leaders in all lines of business and finance from every section of the country, make up The Council on the Trend of Business. This Council points out what is most timely, and of greatest interest to business, collaborates in answering that most important question, "How's Business?"—a monthly feature in System, THE MAGAZINE OF BUSINESS.

**Part of the 215,000 net paid circulation*



"WHERE BUSINESS LEADERS TALK TO BUSINESS LEADERS"

WE wish to announce that, effective Friday, April 15, 1927,

MR. LESTER B. SMITH

former Sales Manager of the Broadway Subway and Home Boroughs Car Advertising Company and recently with the National Department of the General Outdoor Advertising Company, has been appointed our

General Sales Manager

Automatic Movie Display Corporation
130 West 46th Street, New York

Bernhard Cursive

This beautiful new Type face designed by Lucian Bernhard is now available on the American point body system

The BAUER TYPE FOUNDRY inc.
New York · 239 W 43d Street

ASK FOR OUR PORTFOLIO OF SPECIMENS AND INSPIRATIONAL PRINTS

and the public relations counsel are cousins rather than brothers. There certainly can be no closer relationship, and thoughtful advertising men undoubtedly approve all attempts of the public relations counsel to disassociate himself from the advertising craft. The man who is hired to use his specialized training as a writer, as an artist, and as a judge of good typography to present the merits of a definite product over the signature of the manufacturer or seller of that product, and solely inside of advertising space which has been bought and paid for by that manufacturer or merchant, is certainly enacting an open role which is very different from that of the man who remains behind the scenes and manipulates various stage devices for purposes best known to himself and those who employ him. There is plenty of bunk and there are plenty of extravagant utterances in connection with all phases of modern American business, and the advertising phases of it have their full share; but at least the advertising man does not occupy an ambiguous position. He can disclose his purposes; he can discuss his methods; and so long as the seller seeks the buyer, the role of the advertising man will be recognized and at least tolerated. But with his public relations cousin, that super-off-stage person who juggles with the League of Nations in one hand and with millinery and cosmetics in the other, I fear the accountability is different. When the latter comes on the stage, it is only in a costume, wig, and mask of his own designing. Strip the fellow and pit, boxes, and gallery would boo him into ignominious flight.

IT is true the literate part of the world emerged from the war with a greater skepticism of the validity of the printed word, particularly in the newspapers, than was the case formerly. The propagandists who were hired on our side to unmask and ridicule the propagandists on the other did remove the wig and costume from the pitiful figure. It is very significant, therefore, that the period since the war has witnessed a remarkable development of organs of opinion outside of the newspapers. New magazines, representing to a certain degree a marked revival of personal journalism, have sprung into successful being. Private information services send out usually from Washington, weekly letters of real authority and of reliable information. Part of their success may be due to a certain desire on the part of many men to obtain what they call and believe to be "the inside dope," but the weekly letters which some are sending are anything but gossip.

In both of these developments we can find symptoms of the fact that human opinion is not so easily regimented as the public relations counsel would have his customers believe. One of "the great basic appeals" which he fails to take into account is the very profound desire of all human beings to know the truth and to balance continually one statement of fact against another.

The thousand-year-old success of the system of trial by jury is in itself a demonstration that if the facts of a case are presented to any ordinary group of human beings they will usually receive a sound and fair judgment. It is a basic principle with the public

The Lillibridge Viewpoint

Number Twelve *Issued by Ray D. Lillibridge Incorporated* *New York*

A Fine Golf Alibi

IT WAS said by the scientist Helmholtz on his seventieth birthday that a great idea had never come to him when he was at his desk, nor when he was tired, nor after taking a glass of wine, but usually when he was walking in the garden musing of other things.

If any other testimony were needed to prove the value of loafing, Clinton W. Gilbert supplied it when he pointed out that the most important and constructive ideas of the late President Harding, namely the idea for the Washington Conference on the Limitation of Naval Armaments and the idea of sending General Dawes to Europe to help solve the reparations problem, came to him when he was playing hooky, off cruising on the Mayflower.

First Law of Business

"IT IS one of the first laws of good business to guard what you have before seeking more," according to the president of the Market and Fulton Bank of New York, writing in *System*.

It has always seemed to us that the first responsibility of an advertising agency toward a client who is a new advertiser, or who is launching a new product, is to see to it that nothing about the new advertising will jeopardize the old business in any way.

It is easy to grow so enthusiastic about a new advertising campaign that time and effort and money are invested in it at too great expense to the business that is supporting it.

The Two Indispensable Ingredients

OLD GROGON GRAHAM, writing to his son, said of a man who had once worked for him:

"He knew just the right rule for doing everything and did it just that way, and yet everything he did turned out to be a mistake."

When applying advertising to business problems you can know the right rule for doing a thing, and do it just that way, only to have the result turn out wrong—if you leave out two of the most important ingredients of the formula—*common sense* and *experience*.

"*If a thing is possible and proper to man,*" *said Marcus Aurelius,* "*deem it obtainable by thee.*"

Strategy of Paint

IT WAS the famous Marshal Saxe who said, "Battles are the resources of ignorant Generals: when they do not know what to do they give battle."

Strategy is better generalship than battle, in business as in warfare. Desperate sales executives bring on price wars and bitter competitive battles, not so often through ignorance as through loss of that clear perspective which only a trained outside observer can maintain.

We hear much these days about market research—almost too much, we sometimes think. It is frequently better strategy to do a little "product research." We know of a

man who ran away with a market simply by painting his product red!

Strategy of paint!

There are a hundred other simple strategies that might be applied to products, strategies that would win campaigns without commercial bloodshed.

Appropriations

We believe that any concern should devote to advertising as large a sum as can properly be expected to earn a sufficient return in sales or good-will to make that expenditure worth while (whether the amount be one thousand dollars or one million), but no more. We believe further, that the appropriation, whatever it be, should be devoted to those methods and mediums which promise to produce results more effectually or economically than any others, regardless of whether the expenditures earn commission for the agency or not.

We have so organized our business that we can serve advertisers profitably on this basis.

"*Tomorrow's harvest is*
but today's sowing."

Obstructed Roads

"When blocked or defeated in an enterprise I had much at heart," wrote the late Dr. Eliot of Harvard out of the ripeness of ninety years of experience, "I always turned immediately to another field of work where progress looked possible, biding my time for a chance to resume the obstructed road."

Another Client Wanted*

An advertising agency with some rather different working methods and marketing ideas wants as a client another manufacturer in the household specialty field who is dissatisfied with his present rate of progress in sales and distribution and is ambitious to attain a position of leadership.

He must have a good product, an open mind, the business acumen to appreciate the wisdom of paying a substantial monthly fee to cover high-calibre co-operation and insure absolutely unbiased counsel as to marketing methods and mediums; also a conviction that there is too much of the conventional in present-day advertising, sales and distribution practices.

His product may be a vacuum cleaner, an oil stove, a washing machine, a kitchen cabinet, an electric refrigerator, a rug, or practically any other specialty for the home. His business may be located anywhere east of St. Louis. He must be able to command capital sufficient to carry out a carefully planned progressive marketing program, but if he has a natural aversion to spending a dollar without knowing pretty definitely what it is going to buy for him in the way of progress toward a pre-determined "objective" it will be in his favor.

We can take on one more such client at this time. We have some ideas that will interest him, and we can assure him of a quality of advertising service and marketing co-operation that he will appreciate. Address, in confidence and without obligation: Ray D. Lillibridge Incorporated, *Advertising*, No. 8 W. 40th Street, New York City.

**Several months ago we ran an advertisement like this. We secured the client. Now we are ready for another, in a non-competing line.*

"Yesterday Ended Last Night"

One of the reasons Cyrus H. K. Curtis has been so successful in building up his great publishing properties is that he has learned the art of retiring from business every night and starting business anew every morning.

One of his favorite maxims—and he is a man of few—is: "Yesterday ended last night."

Until a man has learned this he can scarcely hope to handle large interests.

RAY D. LILLIBRIDGE INCORPORATED

Advertising

NO. 8 WEST 40TH STREET · NEW YORK

Telephone: Longacre 4000

Established in 1899

6133-4

relations counsel to disclose only those aspects of the truth which "make the public receptive to his cause." He might reply that the trial attorney does the same, but in the case of the lawyer there is always the opposing counsel, and up to the present the public relations counsel has built his career on the assumption that no one else, equally proficient, could be engaged on the other side of the case. In that assumption he is reasonably safe, because it is always his intention to proceed against the unorganized public, whose members do not know when the campaign is initiated and cannot commission anyone to counteract it. But the unorganized human being has an old habit of quietly and irresistibly developing a reasonably complete antidote for any troublesome thing that is imposed upon him. When the king was too strong, the barons developed to curtail him; when the barons waxed great, the commons balked them; when capitalistic employers became lords of the job, labor unions challeged and modified their authority—all a more wordy way of stating Patrick Henry's epigram about Caesar and his Brutus. It is public opinion that creates these antidotes, and the public relations counsel who seeks to impound it and set it to grinding his master's corn is like a child who, with bucket and spade, thinks he can control the Mississippi. His activities must run with, not counter to, the prevailing belief, superstitions, and fetishes of the people whom he would seek to mold to his ends. The more superficial the motive to which he appeals, the more certain is his success; the more profound or abstract the feeling to which he must appeal, the greater the liklihood of failure, especially if he would seek to divert or change fixed ideas. He is most powerful when, starting from a well-established fact such as a great invention, he can appeal to the credulity that is latent in all of us, and lead the mind away from facts through plausibilities to whatever conception, no matter how absurd, it may suit his purposes to implant. His craft is easily steered into previously determined places, far from the starting point, so long as it floats with the current of fixed ideas and impulses, but it is singularly unable to develop sufficient power to navigate up-stream.

JOICE M. NANKIVELL in "The Fourteen Thumbs of St. Peter," a chronicle of Bolshevist Russia, narrates an incident which illustrates how impossible it is, even when backed by the full power of a determined government, for the hired propagandist to deflect the current of a people's beliefs, even though the people may put themselves in a receptive attitude. Piotr Pavlovich was selected by the Communists to shatter religion in Russia. He planned his campaign skillfully and sent trained debaters all over Russia, clever men, brilliant speakers for the most part. The poor old village priest, with long dirty hair and no brains, and usually fuddled with vodka, was made to take up the cudgels of debate in defense of religion. A sure-fire campaign, one would say, especially when augmented with Piotr Pavlovich's amazing collection of holy relics from all parts of Russia, including fourteen *bona fide* thumbs of St. Peter. It was a failure. Pavlovich's alibi was that if

New England's Second Largest Market

Providence Payrolls

Payroll checks on Providence Clearing House banks during 1926 amounted to $134,651,000, an average of more than $11,220,000 per month. These figures are for Providence banks only and do not include branches in other cities. (Figures furnished by Brown Bureau of Business Research.) These figures do not include salaries or wages paid by individual check or direct from cash drawers.

Providence is the trading center of Rhode Island. Three-fourths of the state's population live within a fifteen mile radius of this city.

The Providence Journal

and

The Evening Bulletin

with a combined circulation of more than 108,000 cover Providence thoroughly and go into the great majority of English speaking homes in the state. They offer advertisers adequate coverage of the prosperous Rhode Island market at a minimum cost.

Providence Journal Company

Providence, R. I.

Representatives

Chas. H. Eddy Company
Boston New York Chicago

R. J. Bidwell Company
San Francisco Los Angeles Seattle

No. I

FROM OUR CODE OF ETHICS

"The foundation of business is confidence, which springs from integrity, fair dealing, efficient service, and mutual benefit."

EACH A.T.A. member is a subscriber to the *code of ethics*. This code of ethics has elevated the status of the typographic field in the development of moral and intellectual manhood as well as the standard of truth and justice in each and every transaction.

NEW YORK GROUP OF

Advertising Typographers of America

461 Eighth Avenue, New York

MEMBERS

Ad Service Co. ' Advertising Agencies' Service Co. ' The Advertype Co., Inc.
Associated Typographers ' E. M. Diamant Typographic Service ' Frost Brothers
David Gildea & Co., Inc. ' Montague Lee Co., Inc. ' Frederic Nelson Phillips, Inc.
Standard Ad Service ' Supreme Ad Service ' Tri-Arts Press, Inc.
Typographic Service Company of New York, Inc. ' The Woodrow Press, Inc.

SEND FIFTY CENTS FOR A COPY OF THE A. T. A. SERVICE BOOK



And we say—

GET

THIRD DIMENSION WISE

OLD KING COLE
Inc.
Canton, Ohio

Eastern Representative
R. E. McKimmey Co., Inc.
389 5th Ave., at 36th St., New York City
Caledonia 8776-8779

New York Agency Executive

Well financed organization with offices in the east and middle west is looking for a business-getting Vice-President.

Agency has made money for past five years, but now wants to increase billings in eastern office.

Perhaps you have had an agency, but are tired of going it alone. Perhaps you want to connect with a live outfit. Perhaps you want more pleasant surroundings.

Write us. Drawing account can be arranged. State confidentially actual business now ready to place.

BOX No. 459
Advertising and Selling

the people had been educated, it would have been a success.

The public relations counsel is most efficaceous when he is called in to handle an emergency job which if quickly ended will be quickly mended. There are always thousands of trained newspaper men in the country who could give equally good advice in the same emergency, but of course they do not have the facilities of personnel, specialized experience, and justified self-confidence to be able to make the advice immediately effective. The P. R. C. no doubt earns his fee many times over, simply by preventing such stupid blunders as the late Vanderbilt's candid "Public be damned" utterance, but when it is a case of any profoundly important problem, like the League of Nations, one requiring years for final acceptance or rejection, he is as helpless as the rest of us. He cannot yet project himself across the centuries, nor from this generation pull the strings that will move the people in the next. All this talk about the great basic appeals to which all human beings must respond; this addition to and subtraction from the actualities of life is bunk. He is nothing new under the sun; the Pharaohs knew him and used him and undoubtedly embalmed him. He is useful whenever and wherever skillful and intelligent wire-pulling is needed to accomplish an end that cannot be disclosed. The only new thing about him is his recent startling tendency to come out into the spotlight where, of course, a wire-puller is awfully out of place. It would be unfair not to add in conclusion that Mr. Ivy Lee, the premier and master of them all, has been fairly circumspect in that connection.

Ninety-Horsepower Sentences

[CONTINUED FROM PAGE 30]

the well-worn jargon of stock phrases.

Here is a sample of the business-letter style of H. Gordon Selfridge, merchant prince, of London:

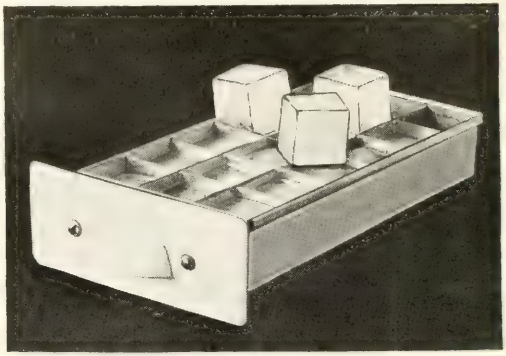
> Get the confidence of the public and you will have no difficulty in getting their patronage. Inspire your whole force with the right spirit of service; encourage every sign of the true spirit. So display and advertise wares that customers shall buy with understanding. Treat them as guests when they come and when they go, whether or not they buy. Give them all that can be given fairly, on the principle that to him that giveth shall be given. Remember always that the recollection of quality remains long after the price is forgotten. Then your business will prosper by a natural process.

Those sentences are not distinguished by literary quality. Nor are they distinguished with the sonority of a rounded rhetorical period. But they are marked with a limpid clearness. They all hover around fifteen words in length.

English prose in general, in spite of its supposed standardization through the use of uniform rhetorical manuals, will never be static. Dean Jonathan Swift, who put Gulliver through his interesting travels, will never have his way. The status of English usage will never be fixed.

Bethink yourself that the prose instrument of 500 years in the future may be as unlike the one you are using today, as yours is unlike the clumsy instrument of 500 years ago.

MILWAUKEE—*First City in Diversity of Industry!*



A Half Million More in Sales Waiting--*on Ice!*

ALTHOUGH electric refrigeration is still considered a luxury, more than 1,400 Greater Milwaukee families will spend nearly $500,000 for this modern convenience in 1927. This is only one of the remarkable opportunities for the sale of electric appliances revealed in the 1927 Consumer Analysis of Greater Milwaukee.

Milwaukee Has the Money to Buy

A high level of prosperity, guaranteed by Milwaukee's leadership among all cities in diversity of industry, makes it possible for Milwaukee people to buy what they want when they want it. This is especially true of high grade electrical appliances and other household equipment—for rich and stable Milwaukee is a city of homes and home lovers. Here 47 per cent of all families now own the homes they live in and 5,850 more will either build or buy this year—according to the Consumer Analysis.

Sell Them Through One Paper

The most successful advertisers in all lines find that they need only one paper in this market. The Journal—read in more than four out of every five Milwaukee homes—sells a maximum volume at one low advertising cost. Use it to get your share of the business here in 1927.

How Electric Refrigerator Advertisers Sell the Milwaukee Market

Percentage of total newspaper space in The Milwaukee Journal in 1926

Coldak	100%	Kelvinator	61%
Copeland	100%	Servel	100%
Frigidaire	72%	Ice-O-Matic	100%
		Zerozone	62%

THE MILWAUKEE JOURNAL

FIRST BY MERIT

WISCONSIN—*First State in Value of Dairy Products!*

The OPEN FORUM

Individual Views Frankly Expressed

Why Insurance Advertising?

THERE is much evidence that people are becoming aware of the increasing hazards to life, limb and material accumulations as well—hazards which are so much a part of modern living—and that many people are so arranging their affairs as to take these hazards into consideration. But, strange to say, those who are most vitally interested in this new trend cannot fairly receive any great amount of credit for having brought the condition about. There has been little consistent effort, considering the magnitude of those organizations engaged in the business of assurance against these very hazards.

The daily press is shouting at us with magnificent headlines in almost every issue the fact that our people are being mutilated, maimed and even killed by the scores and hundreds in the most ordinary pursuits of living; that the automobile alone is accountable for over 500,000 serious accidents a year, 15,000 of which result in almost immediate death; that there are millions of dollars worth of property going up in smoke each year. Our wonder is that the insurance business as a whole has not in any consistent and telling way advertised how well its services may fill these increasing needs of civilized mankind.

It would seem to us that a service which has to do with the destinies of living peoples is well worth advertising. And by that we mean union of effort, cooperative institutional advertising, as conducted by industries and modern enterprises through the press and by the employment of all other legitimate media.

The difficulty seems to be that it is almost impossible for the individual insurance organizations to view and understand the larger picture of cooperative advertising. The old principle of competition within the business itself is still in control, but pressure, legislative and other sorts, is being brought to bear which will, in the not distant future, go to make this union of effort necessary to the continuance of insurance interests in private hands.

Publications such as ADVERTISING AND SELLING, advertising agencies, and the press in general should be more than passingly interested in a business which attracts annually six billions of dollars in premiums, which has assets equal to one dollar in every twenty-five dollars of the nation's total wealth; a business which has an advertising appeal profoundly emotional and therefore universally understood; a business which needs the service of proper advertising and must, in fact, have that service if it is not to find itself harassed and embarrassed by Government interference and control.

R. W. FAULKNER, *Publicity Director*,
Woodmen Accident Company,
Lincoln, Neb.

"Long Distance, Please!"

AN insidious propaganda is going on in our midst—yea, under our very noses. Straightening up the nursery the other night (as what father does not, mother being otherwise engaged) I came upon two brightly colored little pamphlets, by one George W. Davey, the first entitled "The Ohm Queen"; the other "The Chick That Never Scratched." "Ohm?" said my advertising mind—"hasn't scratched yet"—what have we here? And in spite of voluble protests from our latest born, I deferred the tucking-in process until I could learn the truth to be what I had suspected—that the innocent mind of a ten-year-old was already being subjected (and in delightful triolets) to the story of electricity in the home on the one hand, and to the manifold virtues of Bon Ami on the other.

Your idea, Mr. Davey? Congratulations. Well planned, well done, of sufficient beauty and interest to compete with many a nursery favorite—and fixing the names of standard products in a mind at its most susceptible and retentive period. Several years hence, when Joan has a real need for Bon Ami and electric irons, the Ohm Queen and the Chick that never scratched will have left their indelible traces in the mysterious storerooms of the mind. Be sure that memory will react to the manufacturer's profit—and a well deserved one it is!

KENNETH GROESBECK, *President*,
Groesbeck-Hearn, Inc.,
New York.

Why So Cautious?

IT has been interesting to read the various articles on the development of the cigarette market among the women of America and the cautious, subtle steps being taken by the tobacco people to foster the idea. Vague allusions such as "Blow Some My Way," the "Marlboro Hand," the testimonials of female opera singers and other professional celebrities, etc.

It is rather amusing to read of the fear for the Anti-Tobacco League, should cigarette makers openly advertise to women. Fear that too many women also would object and campaign against the cigarette. The confinement of appeal to the ultra woman, the sophisticate.

And here the smug plebian department store has been indirectly advocating cigarette smoking for women for about ten years.

Look through the department store newspaper advertisements in New York, Chicago, Baltimore, Atlanta, Los Angeles, even Philadelphia, and in scores of smaller cities, and you will see offering after offering of dresses or hats or gloves or what not with the woman pictured holding an accursed cigarette. And Mrs. Blotz, Mrs. Brown and Mrs. Casey are customers of these stores as well as Mrs. Vandersnob and Mrs. Astercraft!

Smoking robes, cigarette cases, gayly colored holders, all are advertised, not to men but directly to women.

And have the women boycotted department stores because of this wickedness? Write your own answer.

PAUL R. EAGER,
Sales and Advertising Manager,
Hahne & Company,
Newark, N. J.

The Subtle Art of Spelling

GEORGE FOWLER, in his "Whisker History" yarn (April 6 issue), rather quaintly proves his own point about the Burnside ad doing more than the history books to introduce people of today to that Civil War figure. And then disproves it! For he quite obviously relied on his memory, and did *not* consult the authorities, when he twice rendered the General's name with a final "s."

Come to think of it, though, the name ought to be plural, for the whiskers always were. Who ever saw a man with one burnside? Perhaps Fowler didn't want to mutilate the fine old chap's pictured façade.

Or perhaps, having misspelled A. G. Spalding's name in the same article, he wished to be consistent throughout.

S. K. WILSON,
The Erickson Company
New York.



Net Paid Daily Circulation

March, 1927

230,878

March, 1926

176,120

March, 1925

164,456

March, 1924

146,858

March, 1923

136,174

March, 1922

126,519

March, 1921

114,968

Des Moines Register and Tribune-Capital

PATERSON, N. J.

A Potential Market

Here is a city, considering area, age, population, manufacture, financial resources, etc., the equal of Newark in proportion to population.

Paterson pays over $45,000,000 in wages to its workers every year.

The third city in the State, with a population of 143,548 persons, is an ideal market for any manufacturer to try out an advertising campaign at small cost. He can buy 3,000 lines in the first paper in Paterson.

The Press-Guardian

for $180.

The following post office statements for the past six years prove conclusively that The Press-Guardian is the one paper that has made a substantial growth:

	Press-Guardian	Second Paper	Third Paper
April 1st, 1921	10,634	*——	11,459
April 1st, 1922	12,084	15,387	11,423
April 1st, 1923	12,449	14,634	11,706
April 1st, 1924	13,593	16,606	11,611
April 1st, 1925	14,481	16,776	11,820
April 1st, 1926	14,766	16,704	13,651
April 1st, 1927	18,519	16,668	12,253

* Figures not available.

The Press-Guardian is a member of The 100,000 Group of American Cities, Inc., and its Merchandising Department can furnish any interested manufacturer with a complete survey as to how it affects his products.

Nat. Reps., G. LOGAN PAYNE CO., New York
Boston, Chicago, St. Louis

Sell COLUMBUS and the G·C·O·M

29 Rich Counties
More than a million people

The G. C. O. M. (Great Central Ohio Market), with Columbus its trading center and Capital, is one of the most attractive fields in America for the sale of all kinds of Merchandise. The wealth of this territory is more than 2½ billion dollars.

One newspaper . . . The Columbus Dispatch, can give you the key to sales in this fertile territory.

During 1926 The Dispatch carried more agate lines of paid advertising than any other Ohio newspaper.

The Dispatch, with a circulation of 106,814, reaches practically all of the worthwhile homes in Columbus and covers the great Central Ohio Market as no other newspaper even claims to do.

Dispatch
OHIO'S GREATEST HOME DAILY

Kenilworth Inn
ASHEVILLE, N. C.

Special Weekly Rates

Spend your spring vacation with the wild flowers of the Smoky Mountains

The famous Kenilworth Inn offers you a special weekly rate for your family—which includes a marvelous program of entertainment.

Listen in on WWNC any evening

AMERICAN PLAN with Meals

Single Room—Hot & Cold Water	$42.00 Up.
Double Room—Hot & Cold Water	80.00 Up.
Single Room—Private Bath	60.00 Up.
Double Room—Private Bath	90.00 Up.
Double & Single—Private Bath	126.00 Up.

Delightful, dignified surroundings
FURTHER INFORMATION UPON REQUEST

ROSCOE A. MARVEL
MANAGER

PHOTOSTAT SERVICE
RAPID—ECONOMICAL
FACSIMILES - ENLARGEMENTS - REDUCTIONS
Commerce Photo-Print Corporation
42 BROADWAY Hanover 8993 80 MAIDEN LANE John 3697

Order Blanks

[CONTINUED FROM PAGE 25]

well fed in spite of the anxiety attributed to her in the adjoining copy. Surely all that evidence of good living and prosperity cannot be attributed to desperate raids upon her husband's provisions. It is much more likely that her customers happily fill in the blanks, return them promptly while rocking with merriment, and thus support her in ease.

Which brings us to the end of our lesson: When sales resistance has abjectly collapsed and people finally come to the inevitable piece of white space labeled "name and address," the salesman and his fellow conspirators foolishly allow the order blank to be overblank or all too forebodingly dull. Good cheer should be the motif; for if the victim can be kept in a mood sufficiently rosy, he will always obediently put his name on the dotted line no matter how formidably big those dots may happen to be.

He's Good Because He's Bad

[CONTINUED FROM PAGE 21]

Under such conditions it is obvious that the only kind of an advertising campaign that will benefit any individual company is one broad enough and unselfish enough to improve the industry as a whole.

With all of these factors in mind, the general objectives of the advertising campaign of the Hartford Fire Insurance Company, according to J. W. Longnecker, advertising manager of that concern, have been worked out about as follows:

FIRST—To make the public more conscious of fire and its consequences to the individual and to the country.

SECOND—To influence people to be more careful with fire, to know more about its causes and guard against them.

THIRD—To fix the name, The Hartford Fire Insurance Company, in the public's mind and create toward it a feeling of confidence on the part of all property owners.

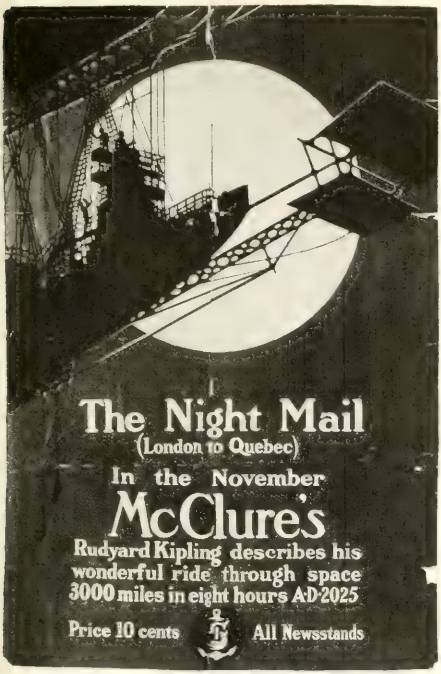
FOURTH—To create in the minds of all property owners respect for the ability of the local insurance agent to advise them on insurance matters.

FIFTH—To increase the business of the Hartford Fire Insurance Company by increasing the total amount of fire insurance in force.

SIXTH—To induce the local insurance agent to cooperate with Hartford national advertising by using local advertising.

The advertising of the Hartford is national in its scope because its consumer market extends to every part of the country where there is property to be insured. Its message is directed to all property owners. Its agency representation is country-wide, well coordinated.

In considering ways of using national magazine space to attain the objectives sought, a dramatic and attention-compelling appeal was wanted—an appeal that would awaken the public to the danger that confronts it, and induce the



FLIGHT

Twenty years ago Rudyard Kipling described the imaginary trip of an Air Mail Packet from London to Quebec, and we prepared the advertising to sell the story to the magazine reading public.

Today the ships of the Colonial Air Transport, Inc., under the presidency of Major General John F. O'Ryan, have flown over one hundred thousand miles without a forced landing, and we have been asked to prepare advertising for this service.

When flying was fiction, we advertised the fiction. And now flying has become a fact, we advertise the fact.



CALKINS & HOLDEN, INC.
247 PARK AVENUE · NEW YORK CITY



CHALFONTE-HADDON HALL
ATLANTIC CITY

Spring and Summer Outdoors

SEA BATHING
BOARDWALK
ACTIVITIES
GOLF
TENNIS
YACHTING
FISHING
AVIATION

All the charm of a voyage at sea with none of its discomforts—on the broad deck-porches at **Chalfonte-Haddon Hall.** The blue ocean right before you—gay crowds on the Beaches, a constant procession of rolling chairs and happy strollers on the Boardwalk—endless amusements and interesting shops. And all in the hospitable, friendly atmosphere of these famous hotels.

American Plan Only—Always Open

Illustrated Folder on Request



LEEDS and LIPPINCOTT COMPANY

In the very Center of Things on the Beach and the Boardwalk

"Dual-Trio" Radio Concert every Tuesday evening. Tune in on WPG at 9.

Sweater News and Knitted Outerwear
May, 1926

The Underwear & Hosiery Review
Vol. 8, No. 5 May, 1926

Tie-up

Your Consumer Campaign with Trade Publicity

for Sample Copies address:

KNIT GOODS PUBLISHING CORP
93 Worth Street New York City

Where to Stay in New York



¶ In the center of business and theatrical New York—yet as quiet as a pastoral home, the New Forrest is a place "for rest" when rest is needed. Three hundred beautiful, inviting, homey rooms, all outside, all with baths, showers and running ice water, await discriminating guests. At $3.00-$4.50 single; $4.50-$6.00 double, you will find refinement, comfort and true economy.

Telephone—Chickering 7070
MANAGER—WILLIAM F. THOMAN

New FORREST HOTEL
49th ST. *Just West of Broadway*
NEW YORK

public to do something about meeting this danger.

Fires, you know, are like death. It is always the other fellow who suffers—never yourself.

Because of the public's indifference toward fire losses and fire protection and because of its obvious lack of interest in the ordinary kind of insurance advertising a serious effort was made to get away from the well worn standardized formulas common to insurance advertising and to develop a dramatic idea that would lift the Hartford advertising above the crowd of its energetic competitors.

THE staggering fire loss figures, due in a large part to carelessness, seemed to offer the needed dramatic peg on which to hang the story. The total value of property destroyed during one year (1925) was $559,428,858 according to the Actuarial Bureau of the National Board of Fire Underwriters. Much of this loss is preventable, "matches—smoking" alone being responsible for the destruction of over thirty million dollars worth of property in one year.

Here was a peg on which to hang a story, but much whittling was needed to round that peg into the desirable dramatic form. Just to show our versatility we will change the figure and say that the Hartford hellion did not leap full grown from anybody's ink bottle.

It was decided, however, to use symbols to represent danger and the destruction of fire. And so fire in Hartford advertising became a *Thing* — a dragon, a devil, a wolf, a vampire bat, a gambler, a night rider, a spider, a different *Thing* in each and every advertisement.

All of these changing symbols finally crystallized into one symbol, the hellion we see today.

Rene Clarke who created the figure now used says the hellion really began with a hand.

"We didn't know it at the time," said Mr. Clarke, "but the figure really began back in 1920 as a giant, grasping red hand with the caption, 'Break its grip.' From that the idea went through the wolf-dragon-devil stages of development until the figure as we know it today, with black cloak and hood and blazing red face and hands, was brought out in June, 1923. He has been at work ever since."

From the date of his first appearance until now, no major Hartford fire advertisement has appeared without exhibiting the demon in the stellar role.

Sometimes the hellion wins and sometimes loses in the story told by the illustrations. He has been strangled by fire hose, has been run out of town as a dangerous tramp, has been carted off to the guillotine, has been "exposed" and "unmasked." He has had his head smashed by a closing fire door. He has been knocked out by the pugilistic Hartford agent. He has been fettered to steel building beams. His back has been broken. He has been stamped out and drowned and manhandled, it would seem, in just about all the ways there are.

But the hellion doesn't always lose. Decidedly not. We have seen him chasing a woman down a fire escape, shoveling a home into a furnace, offering matches to a child, setting fire to a Christmas tree, hiding under the cellar stairs, adding up his gains and our losses on a ledger, opening a safe, car-

Little dramas in the life of a great newspaper system



PAINTED BY
DEAN CORNWELL

"You kill that story—
or I'll run you out of the state!"

In a Southwestern city, a Scripps-Howard editor heard whisperings of a plot to misuse the public lands for private interest.

He promptly printed an editorial, promising to sift out the conspiracy and give the facts a public airing.

Next morning, the political czar of the state called at the editor's office. He demanded that the editor lay off the land inquiry—threatening to ruin his advertising revenue and run him out of the state if he printed another land story.

The editor accepted the challenge. Braving the pressure of unfriendly courts and banks, he not only exposed the local land grabs, but he trailed the chief conspirator through his subsequent term of office in Washington. And so helped to uncover the most amazing series of public land scandals in the history of political jobbery.

Every Scripps-Howard editor is the supreme sovereign of his newspaper. He edits his columns, free of all influence, save the public interest. This Scripps-Howard policy is not a policy of fine idealism alone, but of sound business, as well.

A newspaper attains its greatest usefulness to its advertisers, only when it is steadfastly faithful to its readers. When it sacrifices its independence to other interests, it sacrifices its readers' trust in the integrity of its columns—and thus kills the thing that profits the advertiser most.

NEW YORK . *Telegram* SAN FRANCISCO . *News* DENVER . *Rocky Mt. News*
CLEVELAND . . . *Press* WASHINGTON . *News* DENVER . *Evening News*
BALTIMORE . . . *Post* CINCINNATI . . . *Post* TOLEDO . . . *News-Bee*
PITTSBURGH . . *Press* INDIANAPOLIS . *Times* COLUMBUS . . *Citizen*
COVINGTON . . . *Kentucky Post—Kentucky Edition of Cincinnati Post*



AKRON . . . *Times-Press* YOUNGSTOWN *Telegram* KNOXVILLE *News-Sentinel*
BIRMINGHAM . . *Post* FORT WORTH . . . *Press* EL PASO . . . . . *Post*
MEMPHIS *Press-Scimitar* OKLAHOMA CITY *News* SAN DIEGO . . . . . *Sun*
HOUSTON . . . . *Press* EVANSVILLE . . . . *Press* TERRE HAUTE . . . . *Post*
ALBUQUERQUE . . . . *New Mexico State Tribune*

SCRIPPS-HOWARD NEWSPAPERS

MEMBERS AUDIT BUREAU OF CIRCULATIONS AND MEMBERS OF THE UNITED PRESS

ALLIED NEWSPAPERS, INC., *National Representatives*

250 PARK AVENUE, NEW YORK · CHICAGO · SEATTLE · SAN FRANCISCO
CLEVELAND · DETROIT · LOS ANGELES

DURING the year recently ended, the gas industry experienced the most tremendous growth in its history, throughout all its branches. And the program for 1927 points forward to an even more progressive and profitable year than 1926. Every effort is being extended to develop further all the multiplex uses of gas, with the result that equipment is being designed that far surpasses any developed in past years.

Here is a market of boundless proportions for any product that can take a part—major or minor—in extending the use of gas. If you have such a product, then you have the key to an endless volume of new business, promising rich rewards to your enterprise.

And to secure, from the first, the success of your enterprise in this new field, present your product to the market through Gas Age-Record. Its coverage of 99.47% gives the necessary thorough exposure to the consideration of every important executive in the industry, at one cost.

We will be glad to advise you concerning the applicability of your product in the gas industry.

Gas Age-Record

A. B. C. A. B. P.

9 East 38th Street New York

We also publish Brown's Directory of American Gas Companies and the Gas Engineering and Appliance Catalogue.

Gas Age-Record

"Spokesman for the gas industry"

rying away a treasure chest, and numerous other of his pastimes.

It is noticeable that the hellion is never seen killing or injuring people, although many do lose their lives every year because of fires. This might be pointed to as an example of good taste, or good business judgment—or probably both.

In spite of the fact that the hellion has been the theme for dozens of advertisements, he does not seem to grow tiresome. Every month the same old figure bobs up in some startling new way. Some day somebody is going to write a new story about the old virtue, repetition. And when that story is written I hope that a rose or two will be pinned on the Hartford hellion.

Recollections

[CONTINUED FROM PAGE 28]

real work. It seemed to me at the time that the atmosphere needed much clarification, and many matters required drastic attention, especially in the advertising department. In trying to remedy conditions, I found myself handicapped right at the start, seemingly up against a stone wall. Unrecognized as a manager, and with no authority, I was like a ship without a rudder upon a tempestuous sea.

A harrowing and unprofitable month passed, at the end of which a long letter was handed me by a stenographer. In it Mr. Munsey stated I was not the strong man he expected to find in me; that he had made a big mistake in engaging me; that I had made a mistake in overestimating my capacity to do things for him; that we ought to be able to devise some plan that would "let me out" without injury to my reputation.

While I could stay, he continued, it was a most unwise thing for me to do. The last paragraph, in which he put into writing his agreement with me, up to that time only verbal, was an indication of the honesty and fairness of the man.

A Sunday and a holiday came with this letter. The opening of the New Year seemed very foreboding; but I was not crushed. As an uninterrupted conference with Mr. Munsey was quite impossible, I also wrote a letter. My reply made no change in the situation. "The thirty-days-long deep, earnest thought" that Mr. Munsey had given to the problem plainly showed that a continuance was impossible; I therefore resigned. I have always considered, however, that the monetary settlement was an equitable one, as I received a month's salary, and a bonus of $2,500. What I did for him in return was nil.

The letters that passed between us at this time were published in full in 1910 in an autobiography of my business life. Mention of the fact here cannot be construed as an advertisement, as the various editions have long since been out of print. In reviewing the book upon publication, William Dean Howells said that "it would have been a loss to literature—a loss to economic history—if the letters had not been printed." He further expressed himself as being doubtful of the propriety of including the letters in the book. He did not know that Mr. Mun-

sey had graciously given permission to print his letter—an authority required from me by my publishers before issuance to the public.

What I did to get back into the magazine publishing world, after my separation from Mr. Munsey, is another story. I did get back, however, and in less than ten years after this experience, I had the good fortune to be able to "retire" from business, and take an extended vacation abroad.

During the years which followed, when Mr. Munsey and I met at dinner, lunch, or otherwise, our unsatisfactory business experience was never referred to. We were both doubtless convinced in our minds that our separation was due simply to "incompatability of temper."

A few years ago our Ambassador to England, Mr. Walter H. Page, made the statement: "The closer and closer I get to big men, as a rule, the more they shrivel up."

I did not get close to Mr. Munsey in the month I was in his employ, or later, but in looking back over the thirty years I opine he was an exception to the rule. Instead of shrivelling up, the big publishers in America, with few exceptions, expand and become bigger. This was the case with Mr. Munsey.

Probably Mr. Page had in mind the big men in public affairs, and his thought strikes a responsive chord. It was only recently that the great historian and economist, Mr. H. G. Wells, said: "In all great democratic countries the direction of affairs has passed into the hands of men who are great merely as politicians, and who otherwise are not remarkably intelligent, creative or noble beings."

MR. MUNSEY had many meritorious and laudable characteristics. Fair and just in his business dealings with me, he doubtless displayed the same spirit with others.

To many of his employees he was more than kind; he contributed to many charities, about which only a few of his intimates knew anything. He loaned large sums to business acquaintances, helped out friends who needed assistance and gave his time, when opportunity offered, to those who sought his advice. There are known instances where, in a feeling of fairness, he paid much more than was necessary for some of his newspaper and real estate properties.

Mr. Munsey possessed a serious-minded personality, with little humor in his makeup. He seldom if ever laughed, and his repressive smile was almost invisible. It seemed to me that, like an Englishman, he took his pleasures sadly. Frequently when we met abroad, he would assure me that in living in France I was doing just the right thing, advising me not to return to business life. He told me that he often wished that he could do likewise, but his many interests and responsibilities were too great to permit.

In what precedes, I have not essayed to depict or characterize Mr. Munsey. In all sincerity and without prejudice I have merely set down a few plain facts, and I trust that the most romancing spirit will see naught else between the lines.

This is the first of a series of articles by Mr. Thayer. The second will appear in an early issue.



IF your product is a time-saving or money-saving device for industrial use, the decision your prospect's technical men make regarding it usually determines its purchase. Their conclusions are respected by the board of directors.

It is the job of the plant engineers to reduce the ratio between total plant cost and productive capacity. And they must know what effect your overhead crane, or oil filtering system, or improved machine, will have upon that ratio.

By means of specialized direct advertising you can present effectively the information such men want and need.

To a discussion of this problem, we will bring, at your request, a breadth of experience and a specialized knowledge.

EVANS-WINTER-HEBB *Inc.* Detroit
822 Hancock Avenue West



The business of the Evans-Winter-Hebb organization is the execution of direct advertising as a definite medium, for the preparation and production of which it has within itself both personnel and complete facilities: Marketing Analysis · Plan · Copy · Art · Engraving · Letterpress and Offset Printing · Binding · Mailing

When you and this book get together

—something's going to happen illustrationwise.



Look through the book. Send for a copy to examine free.

LARNED'S

Illustration in Advertising

319 pages, 6 x 9, 212 illustrations, $4.00 net, postpaid.

THIS book explains the methods, principles and possibilities of illustrations in meeting the requirements of modern advertising.

The characteristics of different treatments are fully explained. The technique employed, the advantages and disadvantages, the effects, the limitations, the psychology, the many and varied uses of dozens of illustrative methods are described in detail.

Practically every type of advertising effort—as reflected in magazines and newspapers—is given attention. The book has valuable data on everything from a one-time insertion right through to a seasonal campaign or a continuous advertising program.

It indicates thoroughly the hundred and one different ways in which illustrations can be brought to the aid of sales.

Some Special Topics

—how to secure individuality;
—how to use white space;
—how to use pen drawings;
—how to use photographic illustrations;
—how to inject life into inanimate products;
—how to picture a family of products;
—how to employ black treatments;
—how to feature a trade mark;
—how to use woodcut technique;
—how to use negative illustrations;
—how to outline technique.

Examine It for 10 Days

Let us send you a copy of this book for free examination. Look through it with some advertising problem of your own in mind. Send the coupon now—examination is free.

Examine this book for 10 days FREE

McGraw-Hill Book Co., Inc.
370 Seventh Avenue, N. Y.

Send me Larned's ILLUSTRATION IN ADVERTISING, $4.00, for 10 days' free examination.

I will return the book, postpaid, in 10 days or remit for it then.

Name .....

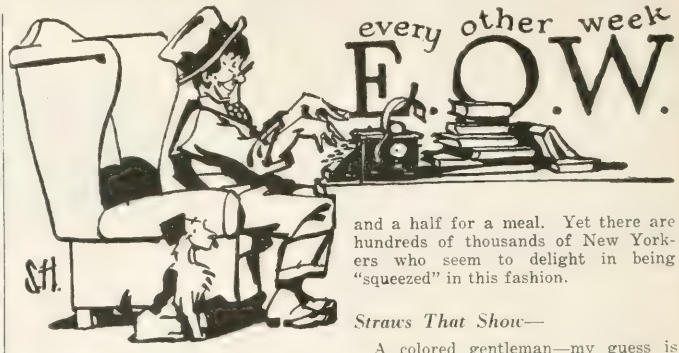
Address .....

City ..... *State* .....

Position .....

Company .....

A. F. 4-20-27



They Are Coming Back

To me, one of the most interesting happenings of recent years is the extraordinary change which has taken place in the valuation which the stock-market places on various railroad stocks.

As recently as 1924 it did not think highly of several of the southern roads. That year, the stock of Southern Railway sold as low as 38½. Today, it is in demand at around 125. That same year, Texas & Pacific touched 19. Its present price is above 60. Half a dozen other railroads which serve the South have witnessed a similar appreciation in their stock.

Fifteen or twenty years ago, almost all the southern lines were looked upon as hopelessly poverty-stricken—as having not one chance in ten of ever paying a dividend. At that time, the so-called "Granger" roads were on Easy Street. Their stocks sold at high prices —130, 140 or more. More recently, most, if not all, of these western lines have had pretty hard sledding. They have seen their stocks touch undreamed-of levels. It looks now, though, as if they were coming into their own. The West and Northwest are too good a country to be forever under a cloud.

"Squeeze"

Six of us decided to eat our Easter Sunday dinner together. And I was commissioned to select the time and place. So, the day before Easter Sunday, I telephoned to a very nice restaurant which I patronize occasionally. "What's your menu for tomorrow?" I asked. A pleasant-voiced young person at the other end of the wire gave me the details. Everything was just as we wanted—including the price, which was $2.50 per person. "Very well," said I. "Will you please reserve a table for six?" "That will be six dollars more," the pleasant-voiced young person informed me. "Cancel the reservation," said I. And I hung up the 'phone.

This sort of thing makes me very weary. Like most men, I am entirely willing to pay a good price for a good article; but I do not at all like the idea of being asked to pay a dollar for the privilege of paying another two dollars and a half for a meal. Yet there are hundreds of thousands of New Yorkers who seem to delight in being "squeezed" in this fashion.

Straws That Show—

A colored gentleman—my guess is that he is a truck driver—shouldered his way through a crowd of customers who were waiting to be served in a cigar store on Fortieth Street, laid a 50 cent piece on the counter, waved his arm in royal fashion and said, "Gimme three of them."

Evidently the salesman recognized him as an old patron, for without the least hesitation he placed a box of "them" on the counter. The colored gentleman helped himself to three, bit an inch or more off one of the cigars, lit what remained and departed.

Yesterday afternoon, in the course of a stroll along upper Broadway, I passed two women—and only two—who were not wearing fur coats.

A Dream That Came True

The opening of the new "Roxy" theater in New York was the occasion for a vast amount of more or less interesting reading matter regarding the man who directs this, the greatest of picture-palaces.
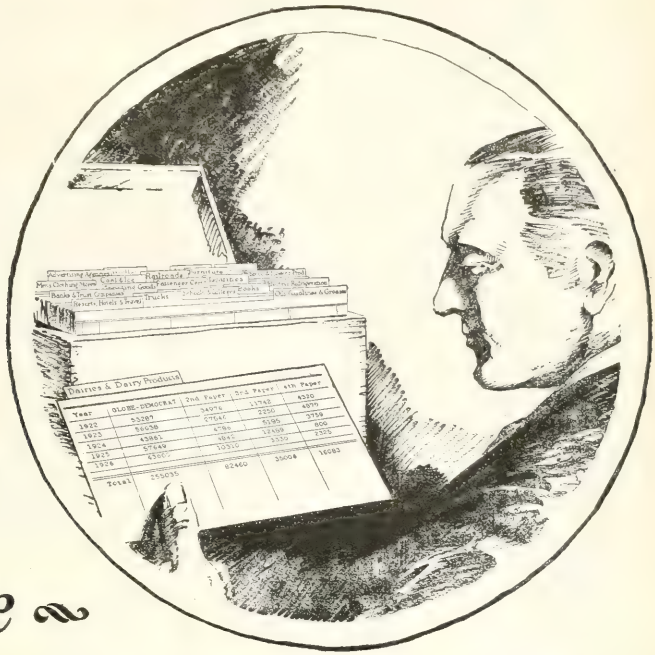
The outstanding facts about him are that he was, at one time, a member of the United States Marine Corps, that he "got into" motion pictures when the industry was in its infancy (one story is that his first theater was in the rear of a saloon and that the chairs for it were rented from an undertaker, next door) and that, from the beginning, his presentations have been distinctive.

Beyond question, the building which bears his name is the most magnificent structure in the world dedicated to indoor entertainment. But my thought, when I visited it, recently, was not so much about the theater itself as about the man whose personality dominates it. "Roxy," I imagine, is not a rich man. And, I am sure, he is not highly educated. Yet he brings to his self-imposed task of managing this enormous and costly playhouse, qualities which, one is apt to think, are the exclusive property of the wealthy and cultured. He does not play down to his audiences. He gives them programs which, one would suppose, are too fine for any but the elect. But they are not!

When and where and how did "Roxy" get this dream of which the "Roxy" theater is the enduring reality?

JAMOC.

An easy guide to sales in The 49th State



NOW can you pile up the big business volume that's coming to you in this rich "St. Louis plus" market? . . . What is the easy, economical method?

Why not take your cue from the other people who are making big sales quotas here? . . . . They have found the way. The example they have set has proved sound and highly profitable.

For instance, we list here the lines of business in which The Globe-Democrat carries the great volume of display advertising . . . . A pretty good index for any selling organization.

In all these lines The Globe-Democrat led all other St. Louis newspapers in display advertising in 1926. In many lines The Globe-Democrat has held this leadership for years. In some lines this great paper carries more advertising than all other St. Louis newspapers combined.

Naturally . . . . The Globe-Democrat is delivering to these advertisers the real purchasing power of St. Louis . . . . And beyond St. Louis—in the other towns of The 49th State—The Globe-Democrat is supreme, unchallenged.

The daily circulation of The Globe-Democrat exceeds that of the runner-up by 27,000.

The Globe-Democrat in 1926 led all St. Louis newspapers in the display lineage carried in all the classifications listed below. The asterisks indicate the number of years, during the last five years, in which The Globe-Democrat has held leadership.

- ***** Advertising Agencies
- ***** Amusements (not including Photoplays)
- ***** Automobile Passenger Cars
- ***** Banks (exclusive of Savings Accounts)
- ***** Banks (Savings Accounts)
- ***** Bond and Stock Brokers
- ***** Books
- ***** Churches and Religious
- ***** Coal and Ice
- ***** Dairies and Dairy Products
- ***** Electric Refrigeration
- ***** Florists and Seed Stores
- ***** Furniture, Rugs and Carpets (not including time-payment)
- ***** Hotels and Resorts
- ***** Insurance
- ***** Jewelry (not including time-payment)
- ***** Magazines
- ***** Men's Clothing Stores (not including Credit Clothing Stores)
- ***** Miscellaneous Wholesalers
- ***** Newspapers
- ***** Office, Store and Factory Equip.
- ***** Oils, Gasoline and Greases
- ***** Photographers
- ***** Printers and Stationery Stores
- ***** Railroads
- ***** Real Estate
- ***** Restaurants
- ***** Schools and Colleges
- ***** Service Garages
- ***** Sporting Goods
- ***** Steamships and Travel
- ***** Taxicab Companies
- ***** Tobacco and Tobacco Products
- ***** Tractors and Farm Imp'mts
- ***** Trucks

St. Louis Globe-Democrat

The Newspaper of The 49th State

ADVERTISING REPRESENTATIVES
CHICAGO—Guy S. Osborn, 360 N. Michigan Blvd. NEW YORK—F. St. J. Richards, Room 1200, 41 Park Row
Charles H. Ravell, Financial Advertising, 332 So. La Salle St.
DETROIT—Jos. R. Scolaro 3-241 General Motors Bldg. SAN FRANCISCO—C. Geo. Krogness, First National Bank Bldg.
LONDON—Dorland Agency, Ltd., 16 Regent St., S. W. 1

Planned Advertising

Clients as Index

ONE of our clients writes:

"Hoyt's attitude and their performance in all respects has been businesslike and practical, and their services both intimate and constant."

THAT being typical, it follows that the kind of people we serve is an excellent measure of the kind of people we are.

We are working (among about 25 others) with the manufacturers of the following products. Half of our clients have been with us three years or more, 15 for five years or more, 7 for ten years or more, several for twelve and fifteen years. Note the variety of problems and trades with which we are necessarily familiar.

Acme Radio Apparatus
Alaska Ice Cream Freezers
Arch Preserver Shoes
Autocrat (White & Wyckoff) Stationery
Top Notch (Beacon Falls) Rubber Footwear
Borgfeldt Importations (several)
Calorol Oil Burners
C. F. Church Toilet Seats
Pyrozide Tooth Powder
Effanbee Dolls
Erector Toys (Gilbert)
Gulden's Mustard
Hartford Shock Absorbers
Hoffman Radiator Air Valves
Ives Trains
Kaskel & Kaskel
LePage's Glue
Daniel Low Mail Order Jewelry and Gifts
Piso Cough Syrup
Polar Cub (Gilbert) Electric Fans
Rusco Brake Lining
Rutland Patching Plaster
Sapolin Enamel
Scientific American Magazine
Sessions Clocks
Shirtcraft Men's Shirts
H. B. Smith Boilers and Radiators
Stakmore Folding Furniture

PLEASE write today suggesting an appointment or mark your calendar for a talk with us at the proper time.

NOTE: We invited Mr. George French, the well-known business writer, to spend a number of weeks with us. He has put his observations in a book entitled "Planned Advertising: The Planned Approach to Agency Efficiency." To any business executive we will send a copy without obligation if he inquires on his business stationery.

CHARLES W. HOYT COMPANY
Incorporated
Dept. E-6, 11 East 36th Street, New York
Boston and Springfield, Mass.
Winston-Salem, N. C.

PLANNED ADVERTISING
Reg. U.S. Pat. Off.

Everybody's Business

[CONTINUED FROM PAGE 5]

Now we start on the final lap of an amazing era that will bring changes so radical that they are beyond the grasp of our present intelligence. Take your pencil and compound a normal yearly increase in population and you will find that there will be more than a billion people in the United States in 200 years. Barring calamity, there will not be room on the lands of the earth for people to stand erect in a little more than three centuries from now.

It reminds one of the story of the two golfers who decided to start with a bet of one cent on the first hole, and then double the bet on each of the remaining 17 holes. The wager on the eighteenth hole was $1,310.72.

In the short, mad dash that lies before us, we will quickly reach and pass the peaks of production in fields now turning out many of the articles in most common use. There will be early days of reckoning in our supplies of ground oil and essential metals, particularly copper. Twenty or 25 years will probably see the end of American copper.

Assuming that we have from 20 to 30 billion barrels of petroleum in the ground, and allowing for a 33 per cent recovery, which is double what we have been able to get in recent years on an average, it is clear that a decade will bring us near to the end of our present practice of getting oil out of ground wells. The job of adjusting ourselves to a supply of oil from shale rock will not only involve an effort that is tedious and trying, but will necessitate reorganizing our automotive industries on a basis of foreign supplies and a price two or three times as great as that now existing.

So far as the near future is concerned we are safe with respect to lead, silver, tungsten and sulphur, but we are a dependent nation already when it comes to nickel, tin, asbestos, graphite, manganese, potash, platinum and rubber. Our lumber resources are disappearing so fast that we will soon be compelled to regard the production of wood as we now do the production of corn or wheat, the only difference being that lumber will be harvested twice a century instead of every year, as is the case with the cereals.

FROM an excess of what we call life's essentials, we are moving rapidly to a time of deficits that will bring revolutionary changes in habits and customs. As civilization advances and population grows, we will be compelled to look more to the ocean and to Arctic areas as sources of food supply. The disappearance of grazing areas will cause the substitution of reindeer meat for beef. It may also be necessary to use domestic animals to turn grass and grain into milk instead of mutton and sirloin.

Materialism will turn us from studies of abstract matters of small importance to such vital problems as that of diet concerning which there is astounding ignorance. Forty million wage earners in the United States lose nearly 10 per cent of their time on account of sickness; they pay out fifty millions of dollars annually for cathartics; they spend six times as much for fire protection as for health protection; and of this great army of people in America more than a half-million die each year between the ages of 40 and 60 from old-age diseases that are entirely preventable and that have their origin in some part of the digestive tract. A chemist in a laboratory can mix together three or four substances that by themselves are not only harmless, but extremely useful, and the compound thus produced will become a death-dealing force. But after thousands of years of experience in eating, man knows nothing at all about the transformations that take place in good foods that turn into poisons when mixed together in the human stomach. The famous British physician, Sir William Arbuthnot Lane, tells us that the increase in cancer which horrifies the world today is due to self-created poisons, chiefly in the bowels.

WE blame materialism for our ills whereas it is only through the cold reasoning of the materialistic mind that remedies will be found. We forget that we are a part of nature and that nature moves steadily and surely toward definite ends without any regard whatever for the sentimental reasons which so largely control human actions. From now on materialism will become increasingly supreme and our thoughts and actions will of necessity conform to facts properly arranged in the order of their relative importance to public welfare as distinguished from the welfare of one individual or a single class. Materialism will eventually make the church more crowded than the theater. It will so change educational methods and policies that the college professor will again receive a higher rate of compensation than bricklayers and locomotive engineers. Religion and education blame materialism for consequences that have resulted from their marking time instead of keeping pace with the procession.

We are starting in an era that really has no "today." It is a time when almost every thought must be given to the plans for tomorrow, and when this is done our "todays" automatically take care of themselves. The problems of yesterday seemed large, but they were of small moment compared to the tremendous questions that lie ahead, and some of these problems I propose to take up.

In the meantime, let us not forget that materialism stands for efficiency and conservation. This means that it is opposed to smoke because smoke cuts off God's sunlight which is the chief ally of health and long life. It is opposed to dirty morals, dirty air, dirty water, dirty streets, poor roads and everything else that means a waste of time, energy and wealth. Any force or agency having such broad and worthy aims certainly must be serving the cause of all those things that we regard as beautiful in life.

BILLIONS *in* PURCHASING POWER



To Advertisers Who Want To Reach Concentrated Wealth

70,249
people in the United States have incomes over $25,000

72,883
subscribers comprise the *Barron Group* circulation

THE BARRON GROUP of publications, *The Wall Street Journal, Boston News Bureau,* and *Barron's, The National Financial Weekly,* have a combined circulation of 72,883. Latest Treasury reports show that there are 70,249 persons with annual incomes of $25,000 or more. There is a significant coincidence in these figures.

The 70,249 persons whose incomes exceed $25,000 are less than 1% of the total number of taxpayers, much less than one-tenth of 1% of the population, but they pay 78% of the total income tax.

Wherever money is vital, one of the BARRON GROUP is read. Their service is so vital that their circulation is concentrated within this specific group to whom they are indispensable. Along with financial news, these papers are available to carry the selling message of those advertisers who wish to reach the wealth of the nation.

This market represents fully eighty billions in purchasing power. Its buyers purchase from two pockets—their own and that of the corporations in which they are owners.

The BARRON GROUP is read for dollars and cents reasons. It reaches the massed millions of wealth. Not gross mass circulation, but concentrated mass wealth and buying power.

Not every reader of the BARRON GROUP is a millionaire, but there are mighty few millionaires who do not read religiously one of these papers.

Combined Circulation of the* BARRON *Group

New England States	14,778
Middle Atlantic	24,409
South Atlantic	6,521
East North Central	10,973
East South Central	1,862
West North Central	4,212
West South Central	1,900
Mountain States	1,384
Pacific States	4,597
Canada	1,358
Foreign and Misc.	889
Total Circulation,	72,883

Reaching 78% of the effective national wealth—coast—to—coast

A blanket rate covering all three papers of the Barron Group has been established. This rate will be quoted to advertisers or advertising agencies upon application. Address either: PAUL HOWARD, Advertising Manager of *The Wall Street Journal,* 44 Broad Street, New York City, or GUY BANCROFT, Advertising Manager of *Boston News Bureau,* 30 Kilby Street, Boston, Massachusetts

The BARRON *Group*

THE WALL STREET JOURNAL
BOSTON NEWS BUREAU
BARRON'S
The National Financial Weekly

As advertised in the

BOOT *and* SHOE RECORDER

BOSTON

In the field of styleful shoes for children, the Fargo-Hallowell Shoe Co., Chicago, is merchandising its Kinder-Garten line most successfully to merchants by the advertising power of the Boot and Shoe Recorder.

A. B. P
A. B. C.



Chicago New York Philadelphia BOSTON Rochester Cincinnati St. Louis

The newest, most luxuriously furnished and conveniently situated hotel in the metropolis. The town home of many distinguished authors, producers and stars of the stage & screen

The BELVEDERE New York

48th STREET WEST of BROADWAY, (Near Times Square)
Large room, private bath for one ~ Four Dollars ~ for Two
Five Dollars (serving pantry optional) ~ ~ ~ Restaurant
CURTIS A. HALE, Managing Director BOOKLET FREE

Mr. Borsodi's Devil

[CONTINUED FROM PAGE 22]

too rich too quick—especially in goods. Everybody, except Mr. Borsodi, is frankly trying to make all he can out of the situation. The American people have more money than ever before in history. Any manufacturer with more goods than he can get rid of would be an unthinkable idiot not to whip up retailers to pass his overproduction on to the public, and to utilize every short cut. Some authorities believe that competition, efficiency, and survival of the fit will work out the ultimate answer.

Humanity crawls along, balanced between the truths expressed in two proverbs: "Where there is much smoke that must be some fire," and "The devil is not so black as he is painted." We see the smoke. We agree there is fire, lots of it. We follow Mr. Borsodi. In fact, we are ahead of him. Just three years ago, in ADVERTISING & SELLING, we pointed out:

Few merchants can afford to gamble on a big stock; the customers today know more than the merchants.

And:

A new rhythm in trade has been set up—call it piecemeal buying, hand-to-mouth, or what not—executives cannot ignore it; advertising men, least of all.

And:

There is a growing school of advertising philosophy considerably less complaisant. The president of a company that sells one of the best known candy products in the world writes: "I agree with you that there are many advertisers spending a vast amount of money who haven't the slightest idea what their advertising does for them. In a great many cases it does nothing."

And a year ago:

Giant expansion for its own sake—big business for mere bigness—huge sales to gain small profits—all belong back in an age we have almost passed. . . . The coming market is the natural market!

And:

Until the coming of lower prices . . . is clearly recognized as a blessing and not a threat, we shall still have a good many unnecessary forebodings.

And:

Coming prosperity—like the slowly descending cross-section of a pyramid—rests on a vastly increasing base of mass buying. The first corner of the triangular base is lower prices; the second, time payments; the third, hand-to-mouth buying. As we work ourselves safely down toward an ever broader and more substantial foundation, the less becomes our risk and the greater our opportunity.

And three months ago:

Not advertising alone; all selling of the good old school owes itself a careful overhauling for the new competition.

Now that we have shown enough smoke of our own, even, nicely to blacken Mr. Borsodi's distribution devil, let us see how black he really is: Mr. Borsodi objects to advertising because: (*a*) in contradiction to the dictionary's definition, it now tries to create desire instead of to "inform or appraise"; (*b*) according to Mr. George French, advertising creates consumer demand with "no economic or moral basis in fact"; (*c*) advertising will be spending $4,000,000,000,000 in 1935 and $8,000,000,000,000 in 1940; (*d*) along with publishing, advertising has "diverted thousands of America's ablest minds"; (*e*) the raw materials, pulp wood, copper, zinc, represent "great drafts on our national resources"; (*f*) advertising distorts—or abuses—the purpose of branding, which is merely to identify the product and

SPEED — SPEED

THE phenomenon of American life today is speed. Not the mere trite fact of our hustle and bustle in the streets, the office, the home. But the new fact—the rapidity with which an idea, a fad or a fallacy, a truth or a lie, can sweep the continent.

¶ It may be a game, such as the questionnaire, which had its hundred thousand fanatics within a week. It may be a wave of public opinion, like that which lately surged up to beat back the threat of war with Mexico. It may be a style, as in women's hats or coiffures.

¶ Cross word puzzles. Mah Jongg. Put and Take. They burst upon us. They spread. Some of them go as swiftly as they came.

¶ The same sort of thing is happening, oftener every season, in industry, finance and trade. "Business has wings," says Earnest Elmo Calkins, writing in the Atlantic Monthly. "The business world has in a remarkably short time become almost fluid."

¶ Today's business man is speedier than yesterday's. Tomorrow's business man will have to be speedier than today's. Pondered decisions, slow, cautious distribution and leisurely advertising methods will not be equal to the demands of the period ahead.

¶ The means of communication—the newspaper, the cable, wireless, air mail, telephone, motor transportation—set the pace of today. The advertising medium that is most useful to business must be ready to keep that pace.

¶ The Digest, in spite of the increase in size and number of copies printed weekly, continues, at extra expense, to adhere to the close schedule by which it reaches its readers everywhere *seven days after it goes to press.* Frankly devised for the service of readers, in order that they may have the news of the world speedily, this schedule is bound to be of greater service to the advertiser in the near future.

¶ . . . In emergency you can order your advertisement on Wednesday and have it delivered, simultaneously in every part of the country, bound into 1,400,000 copies of a well-printed magazine by Thursday — EIGHT DAYS FROM YOUR MIND TO THE MIND OF THE READER.

¶ This is—

Immediate National Publicity

The Literary Digest

Advertising Offices: · NEW YORK · BOSTON · DETROIT · CLEVELAND · CHICAGO

What About The Cheap Stores?

"CAN a cheap store," asks a local advertiser, "advertise to advantage in a paper like The Dallas News?"

There are two kinds of popular-price stores. One kind appeals to the public's intelligence, the other kind to its ignorance.

There is no room in The News' columns for the latter breed of mercantile polecat. A fake sale, for instance, cannot profitably be advertised in The News.

But for the reputable popular-price store, or popular-price article, papers like The Dallas News are the best advertising media in America.

There is something about a high-class newspaper that overcomes people's reluctance to give the fullest endorsement to an offering with a price appeal.

And, of course, the reverse is true. Advertisers of high-priced goods need never be reminded that The News is their kind of paper.

* * *

Different as they are in content and in the make-up of their reader-families, The News and The Journal belong in the same newspaper class. Both enjoy the confidence that comes to papers of the highest character.

Bear in mind that The News and The Journal can be bought by advertisers (*not* by readers) as one paper, giving complete coverage of the Dallas Market with a substantial rate discount and with one handling.

* * *

Can cheap stores advertise in The News and The Journal?

Yes, if they deserve the endorsement of alert minds.

Yes, if they ever want to be anything but cheap stores.

The Dallas Morning News
The Dallas Journal

An Optional Advertising Combination

A Story Without Words

1920 . . . 4,595
1921 . . . 4,587
1922 . . . 5,181
1923 . . . 6,126
1924 . . . 6,464
1925 . . . 6,635
1926 . . . 7,160

The above figures show the circulation growth of The Architectural Record in strictly architect and engineer subscribers.

To interested manufacturers and agencies on request—latest A.B.C. Auditor's Report—new enlarged and revised edition of "Selling the Architect" booklet—latest statistics on building activity—and data on the circulation and service of The Architectural Record with sample copy.

(Average net paid 6 months ending December, 1926, 11,436)

The ARCHITECTURAL RECORD
119 West Fortieth Street, New York, N. Y.
Member A. B. C. Member A. B. P., Inc.

not, as Mr. Ziegfeld would say, to "glorify" it. And, by glorifying a mere identication mark so that it is specified by swarms of insistent customers, advertising forces reluctant retailers to stock it.

THERE are other objections to national advertising in the book, but the six just named constitute the whole chapter against it. Let us bother with only the last. The answer to (*f*) fades Mr. Borsodi's devil—so far as national advertising is concerned—into a dirty gray. In his enthusiastic search for the magnificently uneconomic *intent* of advertising, Mr. Borsodi neglected to ascertain how far advertising is able to carry out its vaulting ambitions. To make his case he has naturally—and justifiably — selected enthusiastic sales talks and isolated instances. Seeking cold facts in their less expansive moments from men less imaginative than Mr. Barton and Mr. Denick, for example, Mr. Borsodi would, perhaps, have been disappointed to find that advertisers themselves long ago abandoned the ideas he is attacking. Not because they were bad. On the contrary, because they were too good to be true. I have not seen recent figures, but the last competent opinion I remember is that not more than twelve or fifteen per cent of all the goods sold through department stores were advertised brands and that, on the average, not more than four in a hundred customers ask for advertised goods by name. Moreover, Mr. Borsodi must know that tactful substitution is one of the few things at which the American retailer really excels. And, to add insult to injury, a recent questionnaire showed that at least a third of the customers thought the store's alternative suggestions "very helpful," "good service," etc.

If advertisers generally could go around, as Mr. Borsodi flatteringly seems to think they can, forcing customers into specifying their goods, and thereby blackjacking retailers into handling those insidious smaller-sized, higher-priced, no-better-quality, trademarked packages, we would agree that Mr. Borsodi's devil is terrifyingly black. But well-informed advertising experts now claim only to produce "consumer acceptance." Where they used brightly to circularize 25,000 retailers with promises of an advertising demand flowering forth in each neighborhood, they now claim only to break down consumer "*resistance*," and make it easier for the retailer himself to sell to his own customers.

Another thing that Mr. Borsodi apparently overlooks is that when he has subtracted the illiterate, insane, criminals, farmers, miners, sailors, policemen, and children under fourteen years of age, he may find three out of every ten people reached by national advertising belong to the distributing class. When he adds to this pro-rata share of the national appropriation the perfectly appalling amount of money spent by advertisers in trying directly to influence the jobber, the wholesaler, the retailer, and their salesmen and clerks, he may find that very much more advertising money than he suspects goes to the very object he most desires: the education of the buyer.

It is interesting also to note that Mr. Borsodi has selected as examples of the uneconomic results of advertising

"Domino Sugar" and "Armco Iron." If our memory serves, Armco was well advertised as an iron that would not rust. If that is true, certainly it is entitled to be lifted out of the category of ordinary iron pipe. In the case of Domino Sugar, there is no room for doubt. Anybody who recollects the old bulk sugar, or crackers, or cheese will, I believe, agree that if advertising never did anything more in its whole existence than encourage the tidy, sanitary package of today it would have earned eternal gratitude. Of course the packages cost more; but they are worth it. I can leave my boots unpolished, or my parlor floor. I can write on a pine table or eat my dinner from the kitchen stove. All these things might benefit the nation, but when it comes to the little luxuries that ruin our present generation so pleasantly, I am inclined to combine the wisdom of the French Kings and murmer, "*L'Etat, c'est moi; apres moi, le deluge.*"

Most men have a good score if they are ever really right on any one important thing. Mr. Borsodi is preeminently right on at least three vital points:

1. The necessity for lower prices in every line.
2. The need of better buying.
3. The waste—through inefficiency—in advertising, and in all the high pressure processes he exposes.

His other processes—high pressure distribution, high pressure wholesaling, high pressure retailing, high pressure credit, high pressure capitalization—we need not discuss here. Even in his assault on them, as on his particular enemy national advertising, we cannot help feeling that Mr. Borsodi somewhat more resembles St. Patrick destroying the snakes than St. George defying the dragon. He has ably searched out the abuses, and for them condemned the whole system.

Mr. Borsodi says, without any too much sympathy for our starving wives and children:

> The army of salesmen, specialty salesmen, demonstrators, and sales managers; the army of advertising men; of salesmen selling magazine, newspaper, and billboard space; of salesmen selling advertising agency service, and salesmen selling artwork, engraving, electrotypes, printing and paper, is badly in need of demobilization.

ON the other hand there are in America, we are told, some 1,300,000 retail outlets. They last, on the average, about seven years. Everybody agrees that there are at least 100,000 too many of these marginal retailers. When we find 2000 chain drug stores doing half as much business as the 50,000 independents—in other words, 3 per cent of the stores doing 33 1/3 per cent of the drug business—we are inclined to believe that the number of retail outlets in all lines might be reduced at least 300,000 to everybody's advantage. Maybe these misplaced merchants, instead of the advertising men that Mr. Borsodi proposes to demobilize, might become the doctors, artists and farmers he intends to make of us converted publicists.

All flippancy aside, distribution channels as they stand today are patently not geared high enough to satisfy either the manufacturer or the modern style customer. To let the distributor catch up his proper place in the procession Mr. Borsodi proposes that both manufacturer and customer

P. S.

January 26th issue of Advertising and Selling Fortnightly contained a list of leading advertisers in The Shrine Magazine. To this list may be added now the following distinctive names:

Ingram's Shaving Cream
Smith & Wesson Firearms
Champion Spark Plugs
Karpen Furniture
Durham-Duplex Razors
Barbasol Shaving Cream
Prince George Hotel
American Seating Company
Dinkler Hotels
Smith Mortgage Bonds
Filmo Movie Cameras
Great Northern Railway
Johnny Walker Cigarettes
Old Town Canoes
Palm Olive Shaving Cream
DeVry Movie Cameras
Bushnell Filing Equipment
Glen Brothers Nurseries
Franco-Belgique Tours
Tarrant's Seltzer-Aperient
Health Products Corporation

There are many reasons for such unusual acceptance. Do you know what they are?

THE SHRINE MAGAZINE

1440 Broadway · New York
Phone: Pennsylvania 7827

CHICAGO
122 So. Michigan Blvd.
Phone: Wabash 6944-5

BOSTON
Little Building
Phone: Hancock 8086

FREE Book on A SALES AID



Your salesmen should show skeptical prospects the testimonial letters and orders received from satisfied customers—they supply proof and get the orders. Don't leave testimonial letters lying idle in your files—give them to your men and increase sales through their use. *Send for a copy of booklet today.*

AJAX PHOTO-PRINT CO., 31 W. Adams Street, Chicago

Its Prestige
Gives Advertisers Standing.
American Lumberman
Est. 1873 CHICAGO A.B.C.

Folded Edge Duckine and Fibre Signs
Cloth and Paraffine Signs
Lithographed Outdoor and Indoor Displays

THE JOHN IGELSTROEM COMPANY
Massillon, Ohio Good Salesmen Wanted

Bakers Weekly A.B.C.-A.B.P.
New York City
NEW YORK OFFICE—45 West 45th St.
CHICAGO OFFICE—343 S. Dearborn St.
Maintaining a complete research laboratory and experimental bakery for determining the adaptability of products to the baking industry. Also a Research Merchandising Department, furnishing statistics and sales analysis data.

"ARLINGTON OPERATED"

Hotel Ansonia



Broadway, 73rd to 74th Sts.
NEW YORK CITY

12 *minutes from Penn. and Grand Central Stations.*
5 *minutes to Theatres and Shopping District.*

1260 ROOMS
(ALL OUTSIDE)

New York's most complete hotel. Everything for comfort and convenience of our guests.

TWO RESTAURANTS
Open from 6:30 A. M. until midnight

Music—Dancing
2 Radio Orchestras
Ladies' Turkish Bath
Beauty Parlor—Drug Store
Barber Shop
Stock Broker's Office
All in the Ansonia Hotel

TRANSIENT RATES

300 Rooms and Bath, $3.50 per day
Large double Rooms, twin beds, Bath, $6.00 per day
Parlor, Bedroom and Bath (2 persons), $7.00 per day

Special Weekly and Monthly Rates

A restful hotel—away from all the noise and "dirt" of the "Roaring Forties." No coal smoke, our steam plant equipped oil fuel. Coolest hotel in New York in Summer.

The Ansonia

IN CONJUNCTION WITH
The Hotels Colonial, Anderson Richmond and Cosmopolitan

"ARLINGTON OPERATED"

deliberately slow for their own good.

Instead of this, manufacturers drive ahead, regardless of waste, and set up parallel and duplicate systems. These ought not to survive—and cannot survive—in tight competition. Eventually every man must be content to cultivate his own natural market.

In the meantime, however, is it unreasonable to suppose that, despite the appalling waste, something good is bound to come of the manufacturers' determined initiative?

The struggle between the modern mass-production-mad manufacturer, on the one hand, and the old-fashioned take-em-or-leave-em distributor, on the other is a death battle. Neither system will be put out of business. What we all want is an intelligent and economical compromise. So far neither side has yielded ground; and the fact that we have both systems inter-twisting and piling up on the same job is as wasteful as rival armies in Belgium. Mr. Borsodi is an exceptionally able propagandist for one of these armies. Every advertiser ought to read him; first, on that account; secondly, as an inspiration in his own business. Mr. Borsodi has more faith in advertising than any advertising man I ever met.

Contest Ideas

[CONTINUED FROM PAGE 38]

other good key. Many successful contests have drawn others into its vortex. For example, putting up prizes in pairs, one for the salesman and one for his wife or sweetheart, gives the sales-manager some ardent fans and cheer-leaders. Children, dealers, clerks, managers, supervisors, assistants, may all be given a place. Cooperation often takes the form of special teams: buddies, or teams made up of one tenderfoot and one veteran.

There is often too much straining for novelty. Teams are made up to impersonate Indian tribes, forest rangers, police, firemen, orchestras and goodness knows what. Lotteries, legal or illegal, have been tried. Pools have been formed by a contribution from the management for each sale, for instance, and divided, in various ways. Votes have been given with sales for head honor men. Sometimes this has been varied by giving each salesman two votes, one positive and one negative for each sale, thus enabling some headliners to be pulled back occasionally. Gold mines, oil wells and detective ideas have been used. Color schemes, mathematical progression of credit with increasing business, and similar schemes have been worked out. Then there are whole series of joke ideas for contests.

Some are based on the kids' ballyhoo: "last man in's a pig's tail." Some are based on penalties such as one based on the-frog-in-the-well who fell back two feet when he jumped three unless . . . There was the point—unless. There have been obstacle races, mock beauty contests, and many varieties of imitations of Coney Island stunts.

Craftsmanship has been the starting point for many a contest idea: a brick laying contest, building the new addition to the factory, plowing, roofing, ship building. Many ideas are based on the individual firm's business. A real estate firm visualized the growth



Statement of the ownership, management, circulation, etc., required by the Act of Congress of August 24, 1912, of Advertising and Selling, published bi-weekly, at New York, N. Y., for April 1, 1927. State of New York, County of New York, ss.

Before me, a notary public in and for the State and county aforesaid, personally appeared M. C. Robbins, who having been duly sworn according to law, deposes and says that he is the Publisher of the Advertising and Selling, and that the following is, to the best of his knowledge and belief, a true statement of the ownership, management (and if a daily paper, the circulation), etc., of the aforesaid publication for the date shown in the above caption, required by the Act of August 24, 1912, embodied in section 411, Postal Laws and Regulations, printed on the reverse of this form, to wit:

1. That the names and addresses of the publisher, editor, managing editor, and business manager are:
Publisher, M. C. Robbins, 9 East 38th Street, New York, N. Y.
Editor, Frederick C. Kendall, 9 East 38th Street, New York, N. Y.
Managing Editor, None.
Business Manager, J. H. Moore, 9 East 38th Street, New York, N. Y.

2. That the owners are: (If owned by a corporation, its name and address must be stated and also immediately thereunder the names and addresses of stockholders owning or holding 1 per cent or more of the total amount of stock.)
Advertising Fortnightly, Inc., 9 East 38th Street, New York, N. Y.
Frederick C. Kendall, 9 East 38th Street, New York, N. Y.
Robert R. Updegraff, Scarsdale, N. Y.
Affiliated Publications, Inc., 9 East 38th Street, New York, N. Y.
The stockholders of Affiliated Publications, Inc., are: M. C. Robbins, 9 East 38th Street, New York, N. Y. J. H. Moore, 9 East 38th Street, New York, N. Y. Floyd W. Parsons, 9 East 38th Street, New York, N. Y.
Marcus P. Robbins, 134 Cliff Ave., Pelham, N. Y. Florence Page Robbins, 134 Cliff Ave., Pelham, N. Y.
Merton C. Robbins, Jr., 134 Cliff Ave., Pelham, N. Y.

3. That the known bondholders, mortgagees, and other security holders owning or holding 1 per cent or more of total number of bonds, mortgages, or other securities are: (If there are none, so state.)
None.

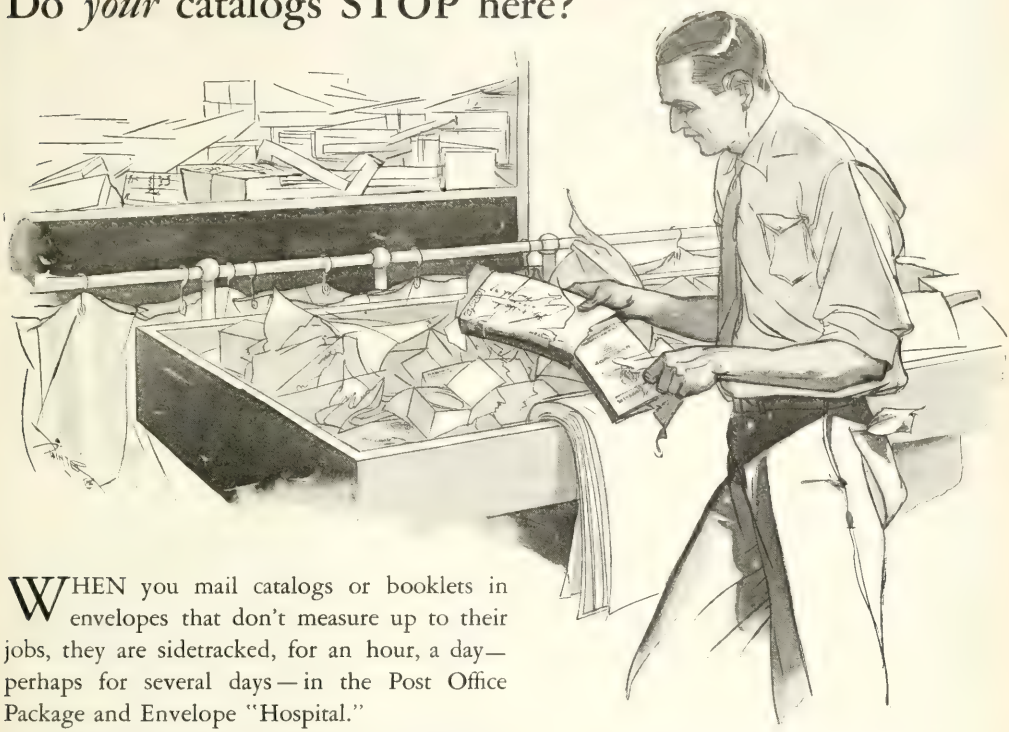
4. That the two paragraphs next above, giving the names of the owners, stockholders, and security holders, if any, contain not only the list of stockholders and security holders as they appear upon the books of the company but also, in cases where the stockholder or security holder appears upon the books of the company as trustee or in any other fiduciary relation, the name of the person or corporation for whom such trustee is acting, is given; also that the said two paragraphs contain statements embracing affiant's full knowledge and belief as to the circumstances and conditions under which stockholders and security holders who do not appear upon the books of the company as trustees, hold stock and securities in a capacity other than that a bona fide owner; and this affiant has no reason to believe that any other person, association, or corporation has any interest direct or indirect in the said stock, bonds, or other securities than as so stated by him.

M. C. ROBBINS.
(Signature of Publisher.)

Sworn to and subscribed before me this 21st day of March, 1927.
(Seal) JAMES J. DUFFY.
(My commission expires March 30, 1928.)

Sidetracked

Do *your* catalogs STOP here?



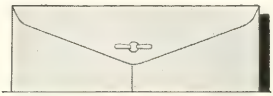
WHEN you mail catalogs or booklets in envelopes that don't measure up to their jobs, they are sidetracked, for an hour, a day—perhaps for several days—in the Post Office Package and Envelope "Hospital."

Be glad Uncle Sam runs such a "Hospital," to save you what would otherwise be lost. But better yet, mail your catalogs and booklets in Improved Columbian Clasp Envelopes and they won't need to be sidetracked.

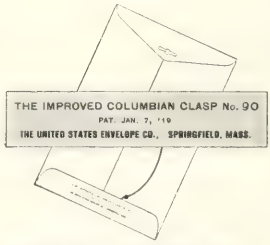
The tough paper of Improved Columbian Clasp Envelopes stands a lot of hard usage. The clasp is of malleable metal. It can be "worked" many times without breaking. The clasp is firmly anchored in a double thickness of tough paper.

The hole in the flap of the Improved Columbian Clasp Envelopes comes right above the clasp—always.

Improved Columbian Clasp Envelopes are made in thirty-one useful sizes, and can be easily obtained from your stationer or printer. Or, write us at Springfield, Massachusetts.



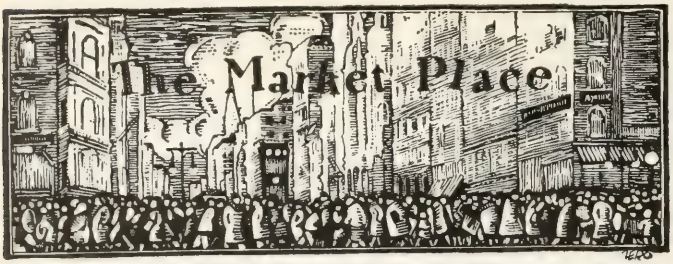
The Improved Columbian Clasp Envelope is made of tough, strong, hard-to-tear paper. The clasp is malleable, doesn't break off after three or four bendings. The metal tongues *always* line up with the flap-punch.



The name, Improved Columbian Clasp, and the size number are always printed on the lower flap.

Improved
COLUMBIAN CLASP ENVELOPES

UNITED STATES ENVELOPE COMPANY
The world's largest manufacturers of envelopes
SPRINGFIELD, MASSACHUSETTS
With fourteen manufacturing divisions covering the country



Rate for advertisements inserted in this department is $3.00 per inch. Minimum charge $1.50. Forms close Saturday noon before date of issue.

Position Wanted

YOUNG WOMAN ARTIST

Young woman artist recently returned from Paris seeks full time position in agency or publication office. Close student of styles and style illustrations. Box 457, Advertising and Selling, 9 East 38th St., New York City.

SALES executive who has successfully organized and trained numerous selling forces desires congenial, permanent connection; thoroughly experienced in high grade specialty selling using the one-call method, merchandising and advertising; age 36, Christian, married; bank, character and business references. W. S., care McKenna-Muller, 44 Court St., Brooklyn, N. Y.

We know a man who will be a valuable addition to the staff of some agency or advertiser, and who will bring to the new connection that he now seeks these qualifications: Seven years' training with nationally-known corporation, as executive in purchasing department and later as head of packaging department. Experienced in purchase of art work, engraving, typography, printing and lithography, and in copy and layout work. Thorough knowledge of paper stock, envelopes, bags, shipping cases, containers, etc. He is a native American, age 29; university graduate, Protestant, married. He will go wherever opportunity warrants. If you know who might profit by the services of this man, fuller details may be had by addressing Box 463, Advertising & Selling, 9 East 38th St., New York, N. Y.

Young man, married, wishes position as assistant to busy advertising executive. Recently with DeLaval Separator Co. as production manager. Work embodied lay-out, writing sales promotion, purchasing and production of an enormous amount of advertising. Address Box 464, Advertising & Selling, 9 East 38th St., New York, N. Y.

Help Wanted

ADVERTISING SALESMAN

with a downtown office in Chicago wants a live publication to represent in the Middle West. Over twenty years' metropolitan newspaper and trade paper experience. If you want a man who is a builder of profitable business, write me. My record will bear a strict investigation. Address Box 458, Advertising & Selling, 9 East 38th St., New York, N. Y.

Wanted: Sales representative in eastern territory for practical, popular, nationally advertised salesmen's portfolios. Our product is being purchased by thousands among firms with large sales forces. To a reputable man calling on such firms we will give an exclusive territory on a profitable commission basis. Leads furnished. All correspondence held in strict confidence. Box A, Advertising and Selling, 1328 Peoples Gas Bldg., Chicago, Ill.

SALESMAN

For Metropolitan District. To a man acquainted with the buyers of display advertising we offer a position with exceptional possibilities. Replies will be in strict confidence. Address Box 460, Advertising & Selling, 9 East 38th St., New York, N. Y.

For Sale

For Sale: A complete set of Bound Volumes of Printers' Ink Weekly from October 3, 1918, to September 28, 1922, in good condition. Volume numbers 105 to 120. Price for sixteen volumes $30.00. Box 456, Advertising and Selling, 9 East 38th St., New York City.

For sale—Bound Volumes (5) of Printers' Ink Monthly from December, 1919, to May, 1922. In perfect condition. Price for the set, $15.00. Box 464, Advertising and Selling, 9 East 38th St., New York City.

Business Opportunities

NEW PRODUCTS WANTED

One of our clients, an old established organization with ample manufacturing and financial facilities, desires to add a few new products to their line. Will take over manufacturing, selling and distribution problems. If you have a product of proved merit, write to Shelby Syndicate, 1153 Southwestern Bell Telephone Bldg., St. Louis, Mo. All letters will be given strict confidence.

Opportunity for agency contact man with some worth while accounts to obtain working interest in small middlewestern advertising agency. No local competitor, and fast growing field. Write Box 462, Advertising & Selling, 9 East 38th St., New York, N. Y.

Multigraphing

FOR SERVICE Telephone Barclay 3355
Multigraphing
Mimeographing
Addressing
BUREAU
19 Park Place, New York City
JOHN F. FITZPATRICK, Proprietor

Quality and Quantity Multigraphing, Addressing, Filling In, Folding, Etc.
DEHAAN CIRCULAR LETTER CO., INC.
120 W. 42nd St., New York City
Telephone Wis. 5483

Press Clippings

BUFFALO CLIPPING BUREAUS

offer reliable National or regional newspaper reading service. Branch Bureaus Everywhere. General offices, One Terrace, Buffalo, N. Y.

Miscellaneous

BINDERS

Use a binder to preserve your file of Advertising and Selling copies for references. Stiff cloth covered covers, and die-stamped in gold lettering, each holding approximately 9 issues, $1.85 including postage. Send your Check to Advertising and Selling, 9 East 38th St., New York City.

of a salesman's town with pasteboard cutouts for bungalows sold, for flats sold and stores sold. An automobile company "assembled the world's biggest automobile."

There are various ideas that start from background conditions: time, season, territory, temperature. There are special weeks and months of various names: beat last month contests, last year, best day, around the clock, around the calendar contests. There are many seasonable ideas: haying contests, Thanksgiving Day turkey shoots, Christmas clubs. Territory gives some challenge bases: East versus West, city versus city, every Chicago man over the top, Philadelphia wins again.

Temperature may take a part: a thaw out week, Palm Beach drive, bust the thermometer contest. Permanence and continuity is important in many cases. Some firms maintain successful continuous contests.

Objectives and special jobs may be mentioned. It may be necessary to dispose of certain products in certain times; drives may be made for special problems: big payments, resales, number of customers, volume, quality.

Contest ideas may be built up on certain necessary safeguards, such as the necessity not to oversell, to check hurried selling and poor business. Penalties or other plans may be built to handle these ideas.

* * *

IN this survey of contest ideas the principal contribution that a salesmanager can make to his own department is by the adaptation of an old idea to his special needs. If he can remake an idea into a form that will be readily set up, that adapts itself to the publicity means at his disposal, that can add a bit of thrill to the everyday effort of the salesman and thus to stimulate him to the extra activity of which the salesman is capable, he has done much. But the most credit goes to him if he can so apply his imagination and so focus his personality with his plan, that it seems to have magic in it; magic for sales accomplishment.

Now for that list!

REWARD IDEAS. *Unusual or Special Rewards:* Vacations, free trip to headquarters, to conventions, banquets, contest for open position of assistant manager, money presents versus symbolic prizes. *Showers:* Birthday shower of orders, special gifts.

STRUGGLE IDEAS. *Games:* Football, baseball, tennis, volley ball, hockey, field meets, tug of war, card games, poker, marbles, sharpshooting, target practice, pool, billiards, rodeos. *Hunts:* Treasure hunts, deer hunts, duck shooting, fishing. *Trips and Races:* Around the world, transcontinental, height flights, around the town, factory to factory, office to office, to the moon, ocean trips, sleighing, footracing, hurdles, horse racing, airplanes, six day bicycle races, auto tours, diggers, tallyhos, derby, mileage record, skating. *War Games:* Naval battles, forced marches, taking a fort, winning offices and commissions.

LOYALTY. *Honoring Individuals:* President's week, president's trip, win this for Jones, Smith Circle, Hoosiers together.

COOPERATION. *Getting Others In:* Double prizes, women, children, family, dealers, supervisors, managers, clerks, assistants. *Contests for Small Groups:* Prizes for first business of week, for biggest order. Beat your own record, beat last year, old timer and tenderfoot as a team, new vs. old men, two buddies as team.

PUBLICITY IDEAS. *Ideas Built on Visualization:* Bust the thermometer, speedometer, clock, barometer, cyclometer, ladders, bank accounts. Painting the map, pulling up the curve. *Symbols:* Parades, brown derby, president's cup, blue vase, tokens, insignia, emblems, blue banner, color plans, ruby, diamond, etc., groups, umbrella, rain coat contest. *Biggest Idea:* Minnie to whale, canoe to Leviathan.

NOVELTY. *Special Organizations:* Cana-

dian Mounted Police, forest rangers, firemen, orchestra, court. *Lotteries:* Pool and divide, chances. *Voting Contests:* Fortune, building ideas, banks, oil wells, gold mines, mysteries. *Mathematical Progression:* Compound interest. *Humor:* Joke ideas, pull down penalties, last man is pig's tail; free straw hat, Coney Island, mock beauty contest, obstacle contest, frog in well.

CRAFTSMANSHIP. *Building:* Construction, addition to factory, ship building, brick laying, roofing, recruiting, carpentry, plowing.

CONDITIONS. *Time Ideas:* Special week or month, beat last year, best day, around the calendar. *Seasons:* Harvest drive, Thanksgiving Day turkey shoot, Christmas club, Washington Birthday hatcheteers, haying. *Temperature:* Thaw out contest. *Territory:* East versus West, city versus city, State versus State; every Iowa man over the top.

EFFICIENCY. *Thrift Ideas:* Savings, stamps, coupons, company bank, gift shop, Christmas purse. *Individual Plans:* Beat own average, best day, year ago, self rating, spur winners, pace setters, individual challenges, solitaire, pledge week, name in bright lights, endurance contest, bets, handicaps, quotas, plus contests.

HONOR PLANS. *Honor Clubs:* Cabinet, thousand club, million a year club, hundred pointers, stars, first twenty men, letter men, initial men, quota busters, score every week club, degree organization, Indian tribe, honor roll, point system.

FIRMS BUSINESS. *Idea for Contest from Organization's Work:* Real Estate—building a city; industrial plant—factory; auto firm—assembling an auto.

OBJECTIVES. *Special Jobs:* Selling out seasonable goods, big payments, resale, number of orders, number of calls, overtime, resale.

IDEAS BUILT ON SAFEGUARDS: Spell downs and eliminations.

Blue Star Seal

[CONTINUED FROM PAGE 34]

ize to the fullest its unique potential value. Already its partial recognition by the public has made it significant. To the consumer it stands for a gilt-edged guarantee of safety, efficiency and durability; it means money safely spent for an appliance which will realize every bit of its potential efficiency and durability. To the gas company it means satisfied customers and an end to the harmful effect of the consumer's dissatisfaction with the fuel and service supplied. To the appliance manufacturer it means a sales weapon of the most potent kind, the value of which cannot but increase as the propaganda and advertising of the companies and the Association impress it more and more deeply on the minds of their customers.

That many of the manufacturers fully realize this is best attested to by the action of one such manufacturer who has already incorporated the blue star seal in his national advertising. Several others have expressed the intention of doing so and are working on plans toward this end. In the case of manufacturers whose first appliances submitted failed to meet the laboratory's requirements, the necessary steps have been taken promptly and willingly, too, in order that their appliances might measure up to the specifications. These are merely examples of the spirit in which the entire industry is lining up behind this movement.

The American Gas Association, working according to the sane plan of building up gradually and firmly, has so far promoted the blue star seal only locally as already described. However, the progress made has been so satisfactory to all concerned that plans are being formulated for a national movement to establish the seal even more firmly in the minds of the consuming public. An extensive consumer survey of the entire domestic field of the gas indus-

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Sweetland's Column

In which will be told stories of direct-mail campaigns he has created.



Selling Homes by Mail

RUSSELL GARDENS, the attractive residential addition to Great Neck, Long Island, was, just twenty-four months ago, an undeveloped tract of 112 acres of wooded land. Today it is dotted with beautiful homes, and many more are under course of construction.

Direct-mail advertising is playing an important part toward the rapid progress being made in this development. A series of eight mailing pieces have been prepared—each one featuring a different home—and these are being mailed weekly to a selected list of prospective home buyers.

Each weekend sees a score of new people inspecting the property and many sales are being made through the leads developed by this simple and practical method. There is no waste in advertising of this kind, as it is known beforehand that the people reached are of the class who can afford the investment required. Homes in Russell Gardens sell for from $25,000 to $40,000.

We shall be pleased to supply copies of the mailing pieces used in this campaign to those who might be interested.

SWEETLAND ADVERTISING
INCORPORATED
Direct-Mail Campaigns
25 WEST 44th STREET
NEW YORK

try is already under way, and the data here compiled, it is expected, will indicate the lines best to follow. There can be no doubt of the immense benefit to be derived from such a campaign, and the American Gas Association intends to bend every effort toward making the job a thorough one.

Prizes for Writers

ONE thousand dollars in cash and a suitable trophy are the inducements offered business paper writers in a contest recently announced by the Associated Business Papers, Inc. Submitted material must be in the hands of the above organization before September 1 if it is to be considered eligible for the following prizes:

An award of $500 to the writer on an A. B. P. publication for the best editorial or article of an editorial nature, to be judged for clearness of style, sound reasoning and power to influence. An award of $500 to the regular member of the editorial staff of an A. B. P. publication for the best article or series of articles or news report, judged broadly on the basis of timeliness, accuracy, thoroughness, originality, clearness of expression and usefulness. An award of a suitable trophy to the A. B. P. publication contributing the most definite and outstanding service to the field with which it is connected.

The following jury has been appointed to select the winners: Dr. Julius Klein, director, Bureau of Foreign and Domestic Commerce, Washington; James W. Brown, publisher, *Editor and Publisher;* David Beecroft, vice-president, Chilton Class Journal Company; W. A. Wolff, president, National Industrial Advertisers Association, and William M. Richardson, chairman, Business Papers Committee, American Association of Advertising Agencies.

Convention Calendar

APRIL 27-29—Annual Convention of the American Newspaper Publishers' Association, Hotel Waldorf Astoria, New York.

MAY 4-28—Sixth Annual Exhibition of Advertising Art, held by the Art Directors Club at the Art Center, 65 East Fifty-sixth Street, New York City.

MAY 9-11 — Semi-Annual Convention of the Association of National Advertisers, Detroit, Mich.

MAY 16-18—Spring Convention of The Associated Business Papers, Inc., French Lick Springs Hotel, French Lick Springs, Ind.

MAY 25-27 — Fourteenth National Foreign Trade Convention of the National Foreign Trade Council, Hotel Statler, Detroit.

JUNE 13-15—Sixth Annual Convention and Exhibit of the National Industrial Advertisers Association. Cleveland, Ohio.

JUNE 26-30—International Advertising Association Convention, Denver, Colo.

SEPT. 12-15—Annual Convention of the Financial Advertisers' Association, West Baden, Ind.

OCTOBER 19-21—Direct Mail Advertising Association Convention, Chicago.

1916 1926

In 10 years—

Oral Hygiene's advertising volume has grown as indicated by this little chart. All full rate, too, with no monkey-business contracts. Oral Hygiene advertisers know why the paper has grown; their enquiry records present the facts.

Right now Oral Hygiene is carrying even a larger volume of advertising than last year—the largest in its history.

ORAL HYGIENE
Every dentist every month
1116 Wolfendale Street, N. S.
PITTSBURGH, PA.

CHICAGO: W. B. Conant, Peoples Gas Bldg., Harrison 8448.
NEW YORK: Stuart M. Stanley, 62 West 45th St., Vanderbilt 3755.
ST. LOUIS: A. D. McKinney, Syndicate Trust Bldg., Olive 43.
SAN FRANCISCO: Roger A. Johnstone, 155 Montgomery St., Kearny 8086.

The STANDARD ADVERTISING REGISTER

Gives You This Service:

1. The Standard Advertising Register listing 7,500 national advertisers.
2. The Monthly Supplements which keep it up to date.
3. The Agency Lists. Names of 1500 advertising agencies, their personnel and accounts of 600 leading agencies.
4. The Geographical Index. National advertisers arranged by cities and states.
5. Special Bulletins. Latest campaign news, etc.
6. Service Bureau. Other information by mail and telegraph.

Write or Phone

National Register Publishing Co. Inc.
R. W. Ferrel, Mgr.
15 Moore St. New York City
Tel. Bowling Green 7966

2 AN ADVERTISEMENT BY
EARNEST ELMO CALKINS, CALKINS & HOLDEN, INC.

Answering Little Mary's Question



"IS THERE any little boy or any little girl," said the Bishop, at the close of the Sunday-school exercises, "who would like to ask me a question?"

Mary's hand went up.

"Yes, sir. Why did the angels walk up and down Jacob's ladder when they had wings and could fly?"

"Oh—um—ah—yes. Now, is there any little boy—or any little girl—who would like to answer little Mary's question?"

ADVERTISING AND SELLING is like that bishop. It does not know the answer to lots of questions about advertising. But it is willing the questions should be asked by whoever wants to know, and willing they should be answered by whoever knows the answer. It affords the opportunity, the place for discussion, and it feels that any question, any problem, any phase of advertising ought to be discussed. There should be some forum, some public place, where he who feels moved to speak freely may do so, and where he who disagrees may contradict him.

ADVERTISING AND SELLING is not edited in the interests of any one form of advertising, any one group of mediums. It is for advertising as a whole. It believes in advertising, but it has no propaganda to put over. It does not always agree with its contributors, but it recognizes their right to their opinions. It believes that this attitude makes it valuable to its readers, and that in proportion as it is valuable to its readers it is profitable to its advertisers.

Advertising is not an exact science. It is empirical. It changes every day, just as business changes, as people change. There are few things about it that are not subject to revision.

It is our purpose to reflect all viewpoints, to grow as knowledge of advertising grows, to present all sides of every debated question, and to give the best picture possible of the achievements of advertising.

This is an advertisement for Advertising & Selling

For the statistically minded:

Founded as Advertising Fortnightly in May 1923, the name was changed to Advertising & Selling upon purchase of that publication in 1924. In three and a half years its circulation has increased 128%. Its volume of business has increased from an average of 21 pages per issue in 1923 to an average of 59 pages per issue in 1926. It will continue to capitalize its courageous editorial policy and through able business management make further substantial progress in 1927.

The NEWS DIGEST

A complete digest of the news of advertising and selling is here compiled for quick and convenient reference ☙ The Editor will be glad to receive items of news for inclusion in this department ☙ Address ADVERTISING AND SELLING, Number Nine East Thirty-eighth Street, New York City

CHANGES IN PERSONNEL—(*Advertisers, etc.*)

Name	*Former Company and Position*	*Now Associated With*	*Position*
Stanton Van Wie	The Beech-Nut Packing Co., Canajoharie, N. Y., Adv. Mgr.	The H-O Cereal Co., Inc., Buffalo, N. Y.	
Leo Casey	New York Evening Graphic	James Butler Grocery Co., Long Island City, N. Y.	Adv. Mgr.
H. Bellas Hess	Bellas Hess & Co., New York, Pres.	National Bellas Hess Co., New York	Pres.
C. B. Lord	Endicott-Johnson Corp., Endicott, N. Y., Vice-Pres. & Gen. Sales Mgr.	Resigned	
C. T. Burg	Iron Fireman Mfg. Co., Chicago, In Charge of Chicago Sales Territory	Same Company	Sales Mgr.
R. R. Cunningham	La Salle Extension University, Chicago, Dir. of Adv. and Sales Personnel	The Osborne Co., Newark, N. J.	Dir. of Sales Personnel
J. H. Tregoe	National Association of Credit Men, New York, Executive Mgr.	Retires.	(Effective July 1)
M. Depinet	First National Pictures, Inc., New York, In Charge of Southern Sales Div.	Same Company	Gen. Sales Mgr.
C. W. Ferguson	Speeder Machinery Corp., Cedar Rapids, Iowa, Adv. Mgr.	O. K. Clutch & Machinery Co., Columbia, Pa.	Sales Mgr.
Lester B. Smith	General Outdoor Adv. Co., New York, National Department	Automatic Movie Display Corp., New York	Gen. Sales Mgr.
Robert H. Bennett	Devoe & Raynolds Co., Inc., New York, Adv. Mgr.	Post Products Co., Inc., New York	In Charge of Export Adv.
C. F. Kiely	H. R. Mallinson & Co., Inc., New York, Vice-Pres. & Sales Mgr.	Julius Forstmann Corp., New York	Vice-Pres.
W. W. Brown	W. W. Brown Lumber Co., Chicago, Pres.	Northern Hardwood Sales Co., Chicago	Gen. Mgr.
G. O. Benson	Niagara Metal Stamping Corp., Niagara Falls, N. Y., Sales Mgr.	Same Company	Vice-Pres. in Charge of Sales
W. S. Hovey	Fairbanks, Morse & Co., Chicago, Gen. Mgr.	Same Company	Pres.
C. H. Morse	Fairbanks, Morse & Co., Chicago, Pres.	Same Company	Chairman of the Board

CHANGES IN PERSONNEL—(*Agencies, etc.*)

Name	*Former Company and Position*	*Now Associated With*	*Position*
William L. Goodwin	The Society for Electrical Development, New York, Vice-Pres.	Goodwin, Nicholas & Morton, Inc., New York	Pres.
Frederic Nicholas	Associated Manufacturers of Electrical Supplies, New York, Gen. Sec'y	Goodwin, Nicholas & Morton, Inc., New York	Vice-Pres. & Treas.
Walter H. Morton	Sanborn Electric Co., Indianapolis, Treas.	Goodwin, Nicholas & Morton, Inc., New York	Vice-Pres. & Sec'y
J. William Atherton	Morse International Agency, New York, Vice-Pres.	Atherton & Currier, Inc., New York	Vice-Pres. & Treas.
George B. Currier	North American Dye Corp., Mount Vernon, N. Y., Vice-Pres. & Treas.	Atherton & Currier, Inc., New York	Pres.
L. Brozman	Abraham & Straus, Inc., Brooklyn, N. Y., Direct Mail Mgr.	D. H. Ahrend Co., Inc., New York	Dir. of Retail Sales Pro.
Ernest John	Victor Talking Machine Co., Camden, N. J., Adv. Mgr.	McLain-Simpers Organization, Philadelphia	Member of the Staff
Mortimer Heineman	The Evander Company, New York, Owner	The Marx-Flarsheim Co., New York	Acc't Executive

CLEAR SPRING ENGLISH FINISH



The Brochure

A WESTVACO SURFACE FOR EVERY PRINTING NEED

Copyright 1926 *West Virginia Pulp & Paper Company*

See reverse side for LIST OF DISTRIBUTO

The Mill Price List *Distributors* of

WESTVACO MILL BRAND PAPERS

The Chatfield & Woods Company
20 W. Glenn Street, *Atlanta, Ga.*

The Arnold-Roberts Company
Augusta, Me.

Bradley-Reese Company
308 W. Pratt Street, *Baltimore, Md.*

Graham Paper Company
1726 Avenue B, *Birmingham, Ala.*

The Arnold-Roberts Company
180 Congress Street, *Boston, Mass.*

The Union Paper & Twine Company
Larkin Terminal Building,
Buffalo, N. Y.

Bradner Smith & Company
333 S. Desplaines Street, *Chicago, Ill.*

West Virginia Pulp & Paper Company
732 Sherman Street, *Chicago, Ill.*

The Chatfield & Woods Company
3rd, Plum & Pearl Streets,
Cincinnati, O.

The Union Paper & Twine Company
116–128 St. Clair Avenue, N. W.
Cleveland, O.

Graham Paper Company
1001-1007 Broom Street, *Dallas, Texas*

Carpenter Paper Company of Iowa
106–112 Seventh Street Viaduct,
Des Moines, Ia.

The Union Paper & Twine Company
551 E. Fort Street, *Detroit, Mich.*

Graham Paper Company
201 Anthony Street, *El Paso, Texas*

Graham Paper Company
1002-1008 Washington Avenue,
Houston, Texas

Graham Paper Company
332-336 W. 6th Street, Traffic Way,
Kansas City, Mo.

West Virginia Pulp & Paper Co.
122 East 7th Street, *Los Angeles, Cal.*



Manufactured by

WEST VIRGINIA PULP & PAPER COMPANY

The E. A. Bouer Company
175–185 Hanover Street,
Milwaukee, Wis.

Graham Paper Company
607 Washington Avenue, South,
Minneapolis, Minn.

Graham Paper Company
222 Second Avenue, North
Nashville, Tenn.

The Arnold-Roberts Company
511 Chapel Street, *New Haven, Conn.*

Graham Paper Company
S. Peters, Gravier & Fulton Streets,
New Orleans, La.

Beekman Paper and Card Company, Inc.
137–141 Varick Street
New York, N. Y.

West Virginia Pulp & Paper Company
200 Fifth Avenue, *New York, N. Y.*

Carpenter Paper Company
9th & Harney Streets, *Omaha, Neb.*

Lindsay Bros., Inc.
419 S. Front Street, *Philadelphia, Pa.*

The Chatfield & Woods Company
2nd & Liberty Avenues,
Pittsburgh, Pa.

The Arnold-Roberts Company
86 Weybosset Street, *Providence, R. I.*

Richmond Paper Company, Inc.
201 Governor Street, *Richmond, Va.*

The Union Paper & Twine Company
25 Spencer Street, *Rochester, N. Y.*

Graham Paper Company
1014 Spruce Street, *St. Louis, Mo.*

Graham Paper Company
16 East 4th Street, *St. Paul, Minn.*

West Virginia Pulp & Paper Company
503 Market Street, *San Francisco, Cal.*

R. P. Andrews Paper Company
704 1st Street, S. E., *Washington, D. C.*

R. P. Andrews Paper Company
York, Pa.

Greatest Gain in New York

Suburbs



and City

Steadily gaining intelligent, thoughtful readers, The New York Times has just reached a new high record net paid sale—414,990 copies, average daily and Sunday for the six months ended March 31.

The Times gained more new readers than any other New York standard sized newspaper, morning or evening, and had greater gains in New York City and suburbs. The total increase, average daily and Sunday, was 22,295 copies.

The Times increase over the preceding year, daily, was 18,778 copies—and of these 15,570, or 83 per cent., were in city and suburbs.

The Times gain in Sunday net paid sale was 43,396 copies—and of these 31,210, or 72 per cent., were in city and suburbs.

Thousands of new newspaper readers in the metropolitan district, intelligent and discriminating, have thus expressed in the past year their preference for The Times news—accurate, complete and impartial.

The preference of readers for the New York morning newspapers (standard size) is shown in this table of circulations:

	Average Daily and Sunday, Six Months Ended March 31, 1927	Average Daily and Sunday, Six Months Ended March 31, 1926	Gain or Loss
The New York Times.....	414,990	392,695	G. 22,295
Second newspaper	343,247	329,860	G. 13,387
Third newspaper	336,280	347,771	L. 11,491
Fourth newspaper	300,610	294,327	G. 6,283

No other newspaper appealing to a high quality of readers in New York or elsewhere has ever equaled or approached The Times figure of 414,990.

The New York Times

"All the News That's Fit to Print"

ADVERTISING LEADER IN VOLUME AND CHARACTER IN THE FIRST MARKET IN THE WORLD.

Advertising & Selling · The NEWS DIGEST · Issue of April 20, 1927

CHANGES IN PERSONNEL—(*Agencies, etc., continued*)

Name	*Former Company and Position*	*Now Associated With*	*Position*
S. Adele Shaw	New York Evening Post, New York, Editorial Staff	Edward M. Power Co., Inc., Pittsburgh, Pa.	Member of the Staff
Basil H. Pillard	Pratt & Lindsay, New York	The Corman Co., New York	Acc't Executive
C. V. Dugan	Brennan-Phelps Co., Chicago	Porter-Eastman-Byrne Co., Chicago	Service Dept.
W. E. Gibson	Retail Furniture Selling, Chicago, Merchandising Mgr.	Porter-Eastman-Byrne Co., Chicago	Copy
Herbert R. Schaeffer	Charles H. Fuller Co., Chicago	Wm. Rankin Co., New York	New York Office Mgr.
Karl A. Frederick	Buick Motor Co., Flint, Mich.	Green, Fulton, Cunningham Co., Chicago	Member of the Staff
D. H. Nichols	Dunlop Ward, Inc., Cleveland	Kling-Gibson Co., Chicago	Member of the Staff

CHANGES IN PERSONNEL—(*Media, etc.*)

Name	*Former Company and Position*	*Now Associated With*	*Position*
B. Hevenor	Ware Bros. Co., Philadelphia, Adv. Sales Dept.	National Sportsman and Hunting & Fishing, Boston	New York Rep.
A. W. Shaw	A. W. Shaw Company, Chicago, Pres.	Same Company	Chairman of the Board
Wheeler Sammons	A. W. Shaw Company, Chicago, Vice-Pres. & Gen. Mgr.	Same Company	Pres.
Merritt Lum	A. W. Shaw Company, Chicago, Pub. of Factory.	Same Company	Pub. of System, The Magazine of Business, and Vice-Pres. in Charge of Publications
R. L. Putnam	A. W. Shaw Company, Chicago, Adv. Mgr. for Factory	Same Company	Vice-Pres. in Charge of Adv.
T. S. Rockwell	A. W. Shaw Company, Chicago, in Charge of Book Div.	Same Company	Vice-Pres. in Charge of Book Div.
H. L. Brown	Chicago Tribune, New York Office	The Chicagoan, Chicago	Eastern Mgr., New York
Robert W. Graham	Franklin Printing Co., Philadelphia, Ass't Adv. Dir.	W. V. G. Service, Philadelphia	Member of Staff
Jerome B. Gray	Franklin Printing Co., Philadelphia, Dir. of Adv.	W. V. G. Service, Philadelphia	Partner
J. P. Duffy	Columbia Phonograph Co., Inc., New York, Adv. & Sales Pro. Mgr.	La Pidus, Inc., New York	Service Dept.
C. R. Wright	Class Journal Co., in Charge of Western Territory	Concrete and Building Materials, New York	Eastern Mgr.
E. S. Foley	Minneapolis Tribune, Roto. Adv. Dept.	The Ten Thousand Lakes Golfer and Outdoor Magazine, Robbinsdale, Minn.	Adv. Mgr.

CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS

Name	*Address*	*Product*	*Now Advertising Through*
Franklin Motor Co.	Syracuse, N. Y.	Automobiles	The U. S. Adv. Corp., Toledo, Ohio
Clicquot Club Ginger Ale Co.	Millis, Mass.	Ginger Ale	Danielson & Son, Providence, R. I.
Greater Santa Monica Club	Santa Monica, Cal.	Community Advertising	H. K. McCann Co., Los Angeles
The Nogales Wonderland Club	Nogales, Arizona	Community Advertising	H. K. McCann Co., Los Angeles
Leschin Millinery Co.	New York	Millinery	Grenell Adv. Agency, Detroit
The Aeolian Co.	New York	Musical Instruments, etc.	Barton, Durstine & Osborn, Inc., New York

Thanks for the Ad.!



Translated literally, this advertisement means that LIFE, America's foremost humorous magazine, is a darned good investment for those who want to reach the largest class circulation in the most effective possible way. That's fine, true talk, and deserving of encouragement. In fact, we are willing to co-operate to this extent: we cheerfully extend permission to all advertisers to mention LIFE, and to emphasize the substantial value of LIFE, in all their public announcements. It's a message that can't be repeated too often: the ONLY thing worth spending money on is . . .

Life

Copy of an advertisement published in New York dailies, and paid for by the Crowell Publishing Company. The present ad. is paid for by LIFE Pub. Co.; after all, turnabout is fair play.

Advertising & Selling · The NEWS DIGEST · Issue of April 20, 1927

CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS (*Continued*)

Name	*Address*	*Product*	*Now Advertising Through*
Consolidated Cigar Corp.	New York	Cigars	Aitkin-Kynett Co., Philadelphia, May 1
John Boyle & Co.	New York	Luggage	Lyddon & Hanford Co., New York
Kent-Costikyan Trading Co., Inc.	New York	Oriental Rugs	Lyddon & Hanford Co., New York
The Gibraltar Shirt Corp.	New York	Shirts	Arthur Rosenberg Co., Inc., New York
Spear & Co.	New York	Real Estate	The Harry Porter Co., New York
M. Carlton Dank & Co.	Brooklyn, N. Y.	Toys	L. H. Waldron Adv. Agcy., New York
The American Cigar Co.	New York	Chancellor Cigars	Dorrance, Sullivan & Co., New York
Royal Metal Mfg. Co.	Chicago	Metalware and Metal Furniture	Hurja-Johnson-Howen, Inc., Chicago
The Barclay	New York	Residential Hotel	F. J. Ross Co., Inc., New York
Seward National Bank	New York	Finance	Edwin Bird Wilson, Inc., New York
Ben Lewis	New York	Shoes	Morton Freund, New York
Nathan Fox	New York	Ready-to-Wear Apparel	Morton Freund, New York
Thorens, Inc.	New York	Cigar Lighters, Phonograph Motors, etc.	Freeze & Vogel, Inc., Milwaukee
Brook Hill Laboratories	Genessee Depot, Wis.	Milk	Freeze & Vogel, Inc., Milwaukee
U. S. Gelatine Co.	Carrollville, Wis.	Gelatine	Freeze & Vogel, Inc., Milwaukee
G. R. Kinney Co	New York	Shoes	La Porte & Austin, Inc., New York
C. Doering & Son, Inc.	Chicago	Dairy Machinery	Hurja-Johnson-Huwen, Inc., Chicago
Hill Products Corp.	Chicago	Hill Utility Chassis Lubricating System Automobile Heaters	George J. Kirkgasser & Co., Chicago
Hawaiian Pineapple Co.	Honolulu	Canned Pineapple	F. J. Ross Co., Inc., New York
C. F. Church Mfg. Co.	Holyoke, Mass.	Bathroom Furnishings.	N. W. Ayer & Son
The Gurney Heater Mfg. Co.	Boston, Mass.	Boilers and Radiators.	Walter B. Snow and Staff, Inc., Boston
The Gilmont Products Corp.	New York	Doctor New's Double Cream for Shaving	Erwin, Wasey & Co., New York
W. F. McLaughlin & Co.	Chicago	Coffee	Albert Frank & Co., Chicago
The Health Cigar Co.	New York	De-Nicotinized Tobacco	The Sacks Co., Inc., New York
The Shipman-Ward Mfg. Co.	Chicago	Rebuilt Typewriters	Dearborn Adv. Agcy., Chicago
Gilmont Products Corp.	New York	New-Mix Tooth Paste.	The Harry Porter Co., New York
W. R. Roach & Co.	Grand Rapids, Mich.	Hart Brand Canned Goods	Grace & Halliday, Detroit
The Mills Co.	Cleveland	Metal Partitions	Oliver M. Byerly, Cleveland
Plainfield Chamber of Commerce.	Plainfield, N. J.	Community Advertising	Joseph E. Hanson Co., Newark
Champion Belt Mfg. Co.	New York	Champion Tee Holder.	Harrison J. Cowan, New York
The Frank E. Wolcott Co.	Hartford, Conn.	Torrid Electrical Appliances	Edwards, Ewing & Jones, Inc., New York
Dalquist Mfg. Co.	South Boston, Mass.	Hot Water Heaters	O'Connell-Ingalls Adv. Agcy., Boston
Doehler Die-Casting Co.	Brooklyn, N. Y.	Die-Castings and Vending Machines	Peck Adv. Agcy., Inc., New York
Huston-Mortenson Co.	Detroit	Real Estate	Grenell Adv. Agcy., Detroit
Hacker Boat Co.	Mt. Clemens, Mich.	Boats	Grenell Adv. Agcy., Detroit
The American Walnut Mfrs. Assn.	Chicago	Walnut Wood	The Buchen Co., Chicago
The Prima Co.	Chicago	Primalt	Turner-Wagener Co., Chicago

NEW ADVERTISING AGENCIES AND SERVICES, ETC.

The Interstate Outdoor Adv. Co.	Outdoor Advertising	Sioux Falls, Iowa.	M. S. Jepson, pres.; W. M. Leonard, vice-pres.; W. J. Klise, treas., and B. J. Sisk, sec'y.
Atherton & Currier, Inc.	Graybar Bldg., 420 Lexington Ave., New York	Advertising	George B. Currier, Pres. and J. William Atherton, Vice-Pres. and Treas.
Goodwin, Nicholas & Morton, Inc.	522 Fifth Ave., New York	Marketing Counsellor	W. L. Goodwin, Pres.; F. Nicholas, Vice-Pres. & Treas., and W. H. Morton, Vice-Pres. & Sec'y.

Full Speed Ahead In Denver

The Rocky Mountain News and Denver Evening News are the fastest growing newspapers in America.

The NEWSpapers gained 1,538,398 lines of advertising during the first three months of 1927. During that period the Post lost 324,210 lines.

Circulations for the six month period ending March 31, 1927, were: morning, 30,571; Sunday, 66,518; evening, 43,687.

The increase shown by this six month statement only partially indicates the tremendous gains actually made. Day by day, week by week, month by month, the NEWSpapers are moving full speed ahead.

During the last week in March, average daily paid circulations were:

Rocky Mountain News (morning) 39,044
Rocky Mountain News (Sunday) 92,554
Denver Evening News 54,223

These March figures, compared with circulations of April 1926, show an increase of 128 per cent in the evening, 68 per cent on Sunday, 36 per cent in the morning.

Since the purchase of these newspapers by Scripps-Howard in November 1926, the newspaper situation in Denver has completely changed.

It is impossible to cover the Denver field without the morning, evening and Sunday NEWS.

THE ROCKY MOUNTAIN NEWS
THE DENVER EVENING NEWS

Scripps-Howard Newspapers

Represented by ALLIED NEWSPAPERS, INC., 250 Park Avenue, New York
Chicago Detroit San Francisco Los Angeles Seattle

Advertising & Selling · The NEWS DIGEST · Issue of April 20, 1927

NEW ADVERTISING AGENCIES AND SERVICES, ETC. (*Continued*)

National Financial Adv. Co.	80 Wall St., New York	Financial Advertising	Stuart Pilcher, Gen. Mgr.; G. A. Washington, Gen. Counsel
McKee & Albright	Philadelphia	Advertising	R. J. McKee and D. R. Albright

PUBLICATION CHANGES AND APPOINTMENTS

Screenland, New York	Has appointed Powers & Stone, Inc., Chicago, Ill., as its Western advertising representatives. These same representatives will handle Screenland in New England, which territory will be covered by John Powers.
The Progress and Bulletin, Pomona, Cal.	Have been consolidated under the name of Progress-Bulletin and will be published evenings except Sundays. The new publication has appointed M. C. Mogensen & Co., Inc., San Francisco, as its national advertising representatives.
The News, Orange, California	Appoints M. C. Mogensen & Co., Inc., Los Angeles, as its national advertising representatives.
Evening Dispatch, Gilroy, Cal.	Appoints M. C. Mogensen & Co., Inc., Los Angeles, as its national advertising representative.
The Bookman, New York	Has been sold by the George H. Doran Co., New York, to Burton Rascoe and Seward B. Collins.
The Magnet and Times, Erwin, Tenn.	Have been merged under the name Magnet-Times.
The Post, Jacksonville, Ore.	Has suspended publication.
The Tribune, Tampa, Fla., and the Moon-Journal, Battle Creek, Mich.	Have been elected to membership in the American Newspaper Publishers Association.
The Piedmont, Greenville, S. C.	Has been purchased by B. H. Peace from R. B. Chandler. Mr. Peace becomes publisher of the new property.

MISCELLANEOUS

The Evander Co., New York Advertising Agency	Has been taken over by the Marx-Flarsheim Company of Cincinnati and New York.
Rudolph Guenther-Russel Law, Inc., New York Advertising Agency	Has opened a Chicago office at 332 La Salle St. J. H. Alderton is in charge.
The Ralston-Purina Co., St. Louis	Has purchased the Mapleflake Mills, Inc., with plants at Chicago, Battle Creek, Mich., and Milwaukee.

NEW PUBLICATIONS

Name	*Published by*	*Address*	*First Issue*	*Issuance*	*Page Type Size*
Shoe Merchandising	Shoe and Leather Reporter Co.	166 Essex St., Boston.	March	Monthly	7 x 4½
The Ten Thousand Lakes Golfer and Outdoor Magazine	Fawcett Publications	Robbinsdale, Minn.	May 1	Monthly	7x10

CHANGES IN ADDRESSES

Advertising Agencies and Services, Publications, etc.

Name	*Business*	*From*	*To*
Andrew Geyer, Inc.	Publications	175 Fifth Ave., New York	260 Fifth Ave., New York
Bolland-McNary, Inc.	Advertising	570 Seventh Ave., New York	33 West 42nd St., New York
Smith, Sturgis & Moore, Inc.	Advertising	1463 Broadway, New York	171 Madison Ave., New York
National Service Bureau of N. Y.	Advertising	150 Broadway, New York	80 John St., New York
The Conover-Mooney Co.	Advertising	111 West Monroe St., Chicago	750 No. Michigan Ave., Chicago
Standard Rate & Data Service	Directory Service	50 East 42d St., New York	Graybar Bldg., New York



in value of products

$9,122,858,000

(U. S. Census—1925)

THE textile industry ranks second among all industries in the value of its products. It is a close runner-up to the food industry supplying man's primal need. The figures are of the latest U. S. Census—not our own—and show a gain of more than two billion over the last census.

The Three Ranking Industries in Value of Products
FOOD
$10,418,536,000
TEXTILES
$9,122,858,000
IRON AND STEEL
$6,461,668,000
(Excluding Machinery)
U. S. 1925 Census

What a tremendous line-up this presents to the buyer of industrial space. No one can easily visage nine billion in itself, but you can get an ample idea of the wealth of equipment and supplies needed to turn out products of this valuation.

Here is an indisputable fact—*the textile industry is not hard to reach.* Its units for the most part are large. It has fewer executives per thousand workers than any other industry. This basic industry offers a vast, easily accessible market deserving strong cultivation.

Textile World offers complete coverage of this profitable field. It goes straight to the heart of the industry's buying power. Write for a copy of "How to Sell to Textile Mills."

Textile World

Largest net paid circulation and at the highest subscription price in the textile field

334 Fourth Ave. NEW YORK

MEMBER: AUDIT BUREAU OF CIRCULATION ¶ ASSOCIATED BUSINESS PAPERS, INC.

WORLD'S GREATEST NEWSPAPER

MAYTAG
WASHING MACHINE SALES
JUMP 5200% IN 6 YEARS

F. L. MAYTAG
CREDITS ZONE MERCHANDISING
AND THE
CHICAGO TRIBUNE



F. L. MAYTAG

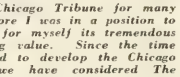
FROM $1,000,000 in 1920 to $53,000,000 in 1926. Sales of the Maytag Company show this amazing gain! After thirty-two years in business, sales of this company reached the figure of $1,000,000 in 1920. Then the sales barometer went wild. Each year for the next six years sales doubled the record of the previous year.

Up to the year 1920 Maytag had stood fifth or lower in the washing machine industry. Then he decided to try new outlets for his product. He divided the country into sales territories, and studied the possibilities of each zone. He established branch offices and local warehouses. He started to advertise in The Tribune and other metropolitan newspapers. After six years of intelligent merchandising the Maytag Company is today doing 40 per cent of all the electric and engine power washing machine business in the world.

In 1924 Maytag's zone campaign hit the Chicago Territory. A schedule of 6,300 lines was ordered in The Sunday Tribune. Sales that year were $2,518,801 in the Chicago Territory. In 1925, 17,300 lines were used, costing $21,625. Sales were $4,532,147. In 1926, 27,000 lines, costing $33,750, were used in The Tribune. Sales were $11,774,675. The net results of Maytag's three years of Tribune advertising effort in a virgin territory were: Business here jumped from $2,041,484 in 1923 to $11,774,675 in 1926—an increase of 476 per cent in three years. Maytag sections were opened in ten Chicago department stores. One hundred and eight new dealers were opened in Cook county, and twelve Maytag stores were established in Chicago; 141 additional dealers were secured in cities outside Chicago but covered by The Tribune; $45,000 was spent by dealers last year advertising Maytag in local papers.

"When we came into this territory," writes F. L. Maytag, "we concluded to rely on The Tribune, and we were right. The Tribune has shortened by years the time required to reach a point of dominance in sales in the Chicago Territory. Our 1926 lineage records show that we have again more than doubled our business in the Chicago Territory.

"I had followed the news columns of The Chicago Tribune for many years before I was in a position to ascertain for myself its tremendous advertising value. Since the time we started to develop the Chicago Market we have considered The Tribune an integral part, not only of our advertising program, but of our entire merchandising and sales policy. It is only natural, too, in order to show our appreciation to our hundreds of resalesmen who are in the field bearing the brunt of the selling job, that we should want to buy the best help for them that we could possibly obtain.
"At this time I wish to acknowledge the assistance given our organization during the year 1926 by your advertising department."



Chairman of the Board of Directors—Maytag Co.

"Since the time we started to develop the Chicago Market we have considered The Tribune an integral part, not only of our advertising program, but of our entire merchandising and sales policy."

A glance at the lineage figures proves that other appliance manufacturers have found in The Tribune a sales source unequaled elsewhere. In 1926 The Tribune carried *twice as much* household utility lineage as the next Chicago paper, and *82 per cent as much as all the other Chicago papers totaled together.*

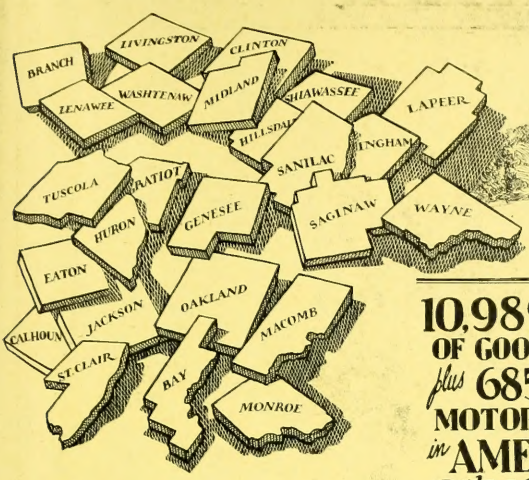
Many another manufacturer of household utilities, of vacuum cleaners, refrigerators, of stoves, sewing machines, kitchen cabinets, dish washers, or any product bought for the home, could duplicate Maytag's success by applying his methods. Place your product, material or equipment before the buyers of this market, where 20,000,000 people live in a 200 mile radius. Their net income is eight billion dollars! Here, at the head of the richest valley in the world, is the richest market in the world—rapidly growing cities and towns—1,151 of them, covered by one great medium—The Chicago Tribune.

The net of the experiences of other successful merchandisers is yours for the asking. A phone call or a letter will bring a Tribune man to your office.

From $1,000,000 sales in 1920 to $53,000,000 in 1926!

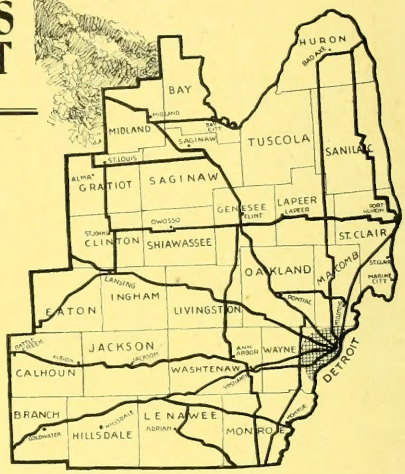
Maytag's story should be an inspiration to other manufacturers seeking large sales volumes!

Chicago Tribune
THE WORLD'S GREATEST NEWSPAPER
CIRCULATION
Daily 762,750
Sunday 1,203,223





10,989 MILES OF GOOD ROADS plus 685,532 MOTOR CARS in AMERICA'S 3rd MARKET



IN these twenty five Michigan counties that make up the Greater Detroit market, 10,989 miles of good roads assure to the owners of 685,532 motor cars safe and rapid transportation to any part of the area.

¶

Thus Bay City in Bay County, Battle Creek in Calhoun County or Lansing in Ingham County are less than one hundred eighty minutes from the Detroit City Hall.

¶

These thousands of miles of good roads plus an automobile for every four persons are the links that weld this remarkable market into a compact homogeneous whole providing easy selling for the advertiser and easy buying for the consumer.

In these twenty five counties are 538,828 homes. Every other home in the area is influenced by The Detroit Free Press—a coverage of one of America's greatest markets that literally guarantees the greatest possible measure of advertising responsiveness at lowest cost.

The Detroit Free Press

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